MALCOLM GREENE

Chief Technology Officer • Chief Data Officer • CIO • Consultant

Your 9-1-1 last resort for "worst-of-the-worst" IT and application-development calamities

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Banking & Trading Systems · Financial Data Services · E-Commerce · Healthcare · Pharma · Telecom

Custom Enterprise Apps · Big Data Analytics · Data Warehouse and Business Intelligence

CRM · Automated Safety-Audit Systems · Custom Document Mgm't Systems · Global Data Collection

For 25 years – as a technology strategist and IT consultant – Fortune 50 firms have repeatedly called me turn around their "impossible" IT and software-development messes. I don't see many "normal" projects. Usually I'm called in as a last resort – the third or fourth attempt to fix the mess – and after I straighten things out, the team inevitably says, "We wish we had called you first!"

- **CTO and consultant with a "360-degree view"**: I've built more than 20 enterprise-scale systems, all from scratch – starting from a rough sketch on a whiteboard. I acquired a reputation for exceptional problem solving, insights, and turnaround skills on my first job – while still a Comp Sci student in college.

  - ✓ I know the project-development lifecycle – inside out – especially real-world, total cost of ownership.
  - ✓ As a former business owner – in addition to independent consultant & company employee – I quickly spot the potential traps in "lowball" proposals. I negotiate for best price as well as long-term success.

- **Leadership**: I rally tired, fed-up, and angry teams – especially indirect reports with no financial incentive. I inspire teams to achieve tough goals (a leadership trait acquired while playing football in college).

- **Entrepreneurship**: Created two entrepreneurial ventures that each lasted 20+ years – leveraged my entrepreneur skillset during creation of Aware – a globally successful data collection-and-analysis product.

QUICK CHRONOLOGY FOR ALL CONSULTING AND FULLTIME ENGAGEMENTS (1984–PRESENT)

Dates	Engagement	Role	Summary
Apr 2014–Jan '15	Merck	Lead Consult	Master Data Mgm't (MDM) for 2 million records
Feb 2012–Mar '15	Jersey City Med Ctr	Interim CTO	Virtual desktop / Wireless & server virtualization
Feb 2012–Aug '12	Novartis	Lead Consult	Built the knowledge base that integrated 8 systems
Mar 2011–Oct '11	Uncommon Schools	Lead Consult	Total BI /DW – manage student attendance & grades
Jan 2009–Mar '11	AwarePro	CEO / CTO	Enterprise scale Data collection
Mar 2008–Nov '09	Cegedim	Principal Consult	Pharma CRM company – many projects – data & DW
Oct 2006–Mar '12	Intricity	Various	Many projects – Citigroup, JPM, AAA, Rolls Royce
Feb 2005–Dec '05	Sonoco	Principal Consult	Paper pulp giant – automated safety audit program
Jan 2002–Dec '05	Hitachi	Principal Consult	Sales CRM for power division; multimedia pres. tools
Jan 2002–Jun '02	Excel	Lead Consult	Design & delivery – commission reports for MLM sales
Aug 2002–Dec '02	Next Page	Principal Consult	Product strategy – tech & mkt'g – $150M VC startup
Aug 2000–Feb '01	Air Products Relisco	CTO / Consult	Rehired by Air Products – CTO for Relisco, startup BU
Mar 1998-Dec '00	NCCI	Principal Consult	Paper-to-electronic conversion – various insurance
Feb 1994–Jan '01	ISO	Principal Consult	Paper-to-electronic conversion – worker comp doc
Jan 1994–Feb '96	AT&T	Principal Consult	Converted sales-group docs from paper to electronic
Apr 1994-May '95	Chase	Principal Consult	Led the world's largest implementation of Desqview
Apr 1993-Apr '95	Dow Jones	Principal Consult	Led a team that developed AOL equivalent svc for DJ
Sep 1992–May '96	NYNEX	Principal Consult	Converted paper tech'l doc (15,000 pgs) to electronic
Jan 1991–Jan '94	Chase	Principal Consult	Converted paper mortgage documentation to online
Jan 2002–Mar '11	AwarePro	CEO / CTO	Data collection system for global enterprises
May 1990–May '02	Johnson & Johnson	Principal Consult	Created forerunner of Aware product (data collection)
Jan 1990–Current	Brooks-Durham	Founder	Umbrella org for consulting engagements (15 at peak)
Aug 1987–Jan'90	Dow Jones Telerate	Lead Developer	Fulltime job – solved problem where 5 others failed
Sep 1984–Aug '87	Air Products	Lead Developer	Fulltime job, electronic automation and scheduling

EDUCATION

BS, Computer Science, Moravian College (1983–1984)

Undergraduate coursework at University of Pennsylvania, three years (1981–1983)

CHIEF TECHNOLOGY OFFICER: ENGAGEMENTS AS CTO AND INTERIM CTO

JERSEY CITY MED CTR   Feb 2012–Mar 2015   Interim CTO

- Appointed to 3-year engagement with a nationally ranked, 350-bed, urban hospital.
- Delayed $18M in infrastructure upgrades. Prevented $2M in cost overruns via TCO budget process. Saved $500K in annual support costs by eliminating unused products.
- Deployed a 2000-user, campus-wide VDI and wireless environment. Accelerated the top 10 business application response times by more than 50%.
- Fixed security flaws and achieved PCI DSS cert. Built critical new applications – 25% of app portfolio.

AIR PRODUCTS / RELISCO   Jan 2002–Mar 2011   CTO

- Returned to Air Products (Fortune 200 company) to lead a startup – and design architecture – for its E-commerce platform for a product with 50,000 SKUs.
- Managed $40 million CAPEX/OPEX budgets, staff and development partner recruiting. Negotiated discounts and free development staff from Microsoft and other vendors.

ENGAGEMENTS AS SOLUTION ARCHITECT AND PRINCIPAL / LEAD CONSULTANT

MERCK   Apr 2014–Jan 2015   Lead Consultant

Lead Consultant – Senior Solution Architect and MDM Architect: Enhanced Master Data Mgm't for 2M records:

- Member of 2-person elite development team that replaced 20+ person out-sourced service. Implemented 3 new large volume data sources. Redesigned existing Trillium address processing and Informatica MDM workflows to eliminate 1.5M redundant customer addresses.
- Delivered detailed GxP type SDLC and change mgm't doc for 10 rotating dev and test groups.

NOVARTIS   Feb 2012–Aug 2012   Lead Consultant

Co-wrote proposal, recruited & led team of experts – $2B OTC manufacturing facility achieved FDA compliance:

- Audited $2B, 1500 employee mf'g facility to identify root cause patterns leading to FDA audit failures.
- Co-wrote proposal and SOW to extend initial 2 week engagement into a 7 work stream, 120 day sprint to analyze gaps in raw material management, manufacturing, shipping, complaints, and recall administration.
- Delivered a static 200K page, 4M link proof-of-concept website that could answer – in less than a minute – most (70%) of the most common FDA queries.

UNCOMMON SCHOOLS   March 2011–Oct 2011   Lead Consultant

Architect and Project Manager for ETL, data warehouse, and business intelligence system for Uncommon Schools, an award winning, multi-state, 40 school, K-12 charter school system targeting urban students funded by the $2B Robin Hood organization:

- Delivered an end-to-end ETL, data quality, data warehouse, reporting, and dashboard based solution for tracking student performance and attendance.
- This system served as the source of performance metrics used by Uncommon to win the 2013 Broad Prize, the largest education award in the country given to school districts.
- Key data sources included a 300 table PowerSchool database, McGraw-Hill TerraNova assessment data, and multi-state/multi-city school specific interim assessment data. The ETL & data quality components based on the open source Talend product.

ROLLS-ROYCE   Feb 2005–Dec 2005   Principal Consultant

Enterprise Data Warehouse Project (Bristol, UK): Auditor/Analyst, Rolls-Royce:

- Multinational DW with localization, currency, and security challenges. Detailed architectural review of database, ETL, and BI toolsets. High level review of project plan and contractor performance. Technologies: Cognos, Oracle, Erwin.

RALPH LAUREN POLO   Feb 2005–Dec 2005   Principal Consultant

Architect for BusinessObjects XI R2 deployment and Analyst/PM

ERP BI project: Architect for BusinessObjects XI R2 deployment

- Reverse engineered Logility ERP data model to build data mart for reporting. Reverse engineered MicroStrategy reports for migration to BusinessObjects. Trained IT support team; installation & configuration; and report developers (universe/report design).
- Technologies: BusinessObjects, Oracle, IIS, VMware, TOAD

ENGAGEMENTS FOR CUSTOM APPS: CRM • DOC MGMT • REPORTS • DATA COLLECTION

Jan 1994–Feb 1996   **AT&T**   **Principal Consultant**

Converted sales-group docs from paper to electronic

Apr 1994-May 1995   **Chase**   **Principal Consultant**

Led the world's largest implementation of Desqview

Apr 1993-Apr 1995   **Dow Jones**   **Principal Consultant**

Hired by DJ to build a team and create a system similar to AOL – AOL had grown fast by reselling news stories provided by Dow Jones). My independent product-development team competed internally against DJ's in-house "dream team" – to create a backup solution, starting from scratch – and we outperformed DJ's "A" team.

Sept 1992–May 1996   **NYNEX**   **Principal Consultant**

Project managed electronic version of a critically important doc Telesector Resources Access Practices Manual. Converted hard-copy content. Achieved success at one-fifth the cost and twice the speed of earlier attempts (and zero documents returned reprocessing). Created formatting standards that tripled author productivity. Reduced two-week content update cycle to 1 day.

May 1990–May 2002   **Johnson and Johnson**   **Principal Consultant**

Created a product called "PC Review" – forerunner of Aware (data collection) – that drove a worldwide, quantum for employee safety at J&J and set a new gold standard for industry. In addition to developing the data collection system, invented a programming language called ADL that incorporated features of HTML – before HTML even existed.

ENTREPRENEURSHIP: LAUNCHED TWO BUSINESSES FOR SOFTWARE AND CONSULTING

Jan 2002–Mar 2011   **AwarePro**   **Founder and Principal Consultant**
Jan 1990–Current   **Brooks-Durham**   **Founder and CTO**

- **AwarePro, Founder and CTO**: Created a highly successful product – enterprise data collection – used by corporations worldwide. Led development and sale of Brooks-Durham's Aware Audit Software to F500 companies including Johnson &Johnson (40 countries); Sears Auto Centers; Sonoco and Rock-Tenn; Kemper Insurance, Hartford, The Gap, GAF, Mack Trucks, Perrier, Meristar, MCI, Johnson Controls.

- **Brooks-Durham, Founder and CTO**: Established an umbrella company for all consulting engagements. First client was former employer, Telerate, quickly followed by Johnson and Johnson. By 1999 company size had grown to 15 people – contract and fulltime – and scaled back to single consultant when low-budget competitors emerged (off-shore outsourcing).

FIRST JOBS / FULLTIME EMPLOYEE: EARLY SUCCESS LED TO 25-YEARS AS CONSULTANT

Aug 1987–Jan 1990 Dow Jones Telerate   **Lead Developer**

On first assignment at Telerate, solved an "impossible" problem – random crashing of a critical subsystem – that five teams had failed to solve.

- ✓ **Problem**: A few times each week, a tech had to manually reboot the system, which would inevitably crashed again. This problem had persisted for three years and all attempts had failed to fix the bug.

- ✓ **Solution**: I set up three identical test systems, expecting all three to crash at the same time. Wrong! Each system crashed independently – totally random. Within 2 weeks, it occurred to me that the randomness of crashing was the solution. I solved the problem – satisfied all of management's criteria – and without rewriting a single line of code.

- ✓ **Launched Consulting Career**: Successes at Telerate and Air Products established my reputation as the "impossible problem" solver. Founded Brooks-Durham and launched a 25-year consulting career.

Sep 1984–Aug 1987 Air Products   **Lead Developer**

Developed electronic scheduling systems for truck delivery of industrial gases. Designed a highly successful "super booth" – for trade shows – that showcased Air Products' advanced routing tech.