# Lore Koehnlein

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# PROFESSIONAL SUMMARY

SENIOR IT PROJECT / PROGRAM MANAGER

Hands-on analytical IT project manager with expertise in IT infrastructure technology, software application development and M&A business integration, backed by Master's in Information Science. More than 20 years with top 5 IT players, most recently in the HealthCare IT industry. Wide array of regional and international projects, managing on-and offshore teams, service delivery for direct customers, complemented by over 10 years running a nation-wide IT service operation.

# EMPLOYMENT HISTORY

## Sr. IT / Hosting Project Manager Mar 2016 - Sep 2017

**Axispoint Health | Westminster, CO**

Started as contractor in the IT department. Subsequently recruited as FTE into Client Services.

* Managed migration of applications environment from McKesson to new data centers using virtual infrastructure with enhanced security architecture. Co-ordinated customer organizations. Completed data center migration for all 13 Production and 23 Non-Prod server instances on time.
* Managed IT service delivery for 8 Hosted and 4 Services customer accounts, scheduled engineering resources. Developed plans and led UAT efforts for application upgrades, interface and business process changes.
* Devised WBS, initiated scrum format and led daily stand-ups for IT teams using AGILE. Managed ticketing and KPI reporting in JIRA.

## Infrastructure Project Manager – Contract Apr 2015 - Nov 2015

**IBM Global Technology Services | Remote**

Managed multiple infrastructure projects for US and UK branches of Astellas (Pharmaceutical) system, database and network implementations in IBM and customer-owned data centers in a direct customer-facing role

* Deployed new network switches, servers/VMs, SAN, mobile environment systems, Windows AD scripting development, employing Agile and Waterfall Hybrid methodologies
* Compiled technical specs (IP/NW Port/Cabling, etc), directed data center technicians for deployment and triaging, drove Wintel/LINUX System & SAN Admins to completion and compliance.
* Devised and managed project plan, financial control, design for 4-5 projects in parallel, between 5- 25 local and off-shore resources (architect, AT&T network engineering, cabling sub-contractor, SW developers and SAs), directly coordinated deliverables with the client organization
* Handheld change management in Remedy through CAB approval, scheduling, and required regulatory documentation closure. Took over function for 2 other colleagues.

## Sr. Technical Project Manager – Contract Jun 2014 - Dec 2014 Comcast Cable | Centennial, CO

Managed projects deploying future-state video technology systems in multiple sites, primarily new data centers across the Western U.S. Hosted daily scrums, targeting tight deadlines in Agile 2-week sprints, employing JIRA for incident, risk and change management

* Selected to run and successfully completed pilot implementation for new software product in future technology Video-on-Demand landscape, built relationship to new service provider and organized training for all in-house technical staff.
* Managed end-to-end deployment for new technology platform in 4 sites simultaneously from hardware and systems installation incl. network switches, VM blade systems, over application installation through SIT/ User testing and final move to operations as SCRUM lead
* Scheduled and managed 10-15 technical resources: architects, engineers, data center technicians, et al. Owned procurement and relationships to external hardware & application service providers (NetApp, Cisco and others)

## Infrastructure Project Manager – Contract Apr 2011 - Dec 2013 IBM Global Services | Remote

Managed multiple data center transition projects for external customers, using IBM's Repeatable Model (RPM) methodology, ITIL processes and documentation

* Managed 1Mio+ budget, coordinated across application towers to establish a DR mirror of Freddie MAC's production environment (network, SAN & servers). Built and managed test processes and plans on behalf of this customer. On-site inspections and trouble-shooting at the target IBM-owned Boulder CO data center.
* Planned build-out for a new global MS Unified Messaging (UM) environment for Spirit Aerosystems (U.S., EMEA, Asia), migrating production unto new hardware (100+ servers) and software technology platform. Implemented new service operations model & tools. Owned change tickets for patch and release management in the client's change management system.
* Planned details and executed implementation of new IBM flagship storage systems for Honda's production system environment. Created a re-useable template for future SAN implementation projects. Submitted and tracked change management details for this tightly controlled production environment.
* Owned planning, subcontractor procurement and infrastructure deployment migrating Manpower's 200+ systems, virtualizing 50% of the Windows environment (VMWare), from 3 customer-owned data centers into a central managed services location, across 4 sub-domain PMs and multiple tower architects. Hand-held correction of core network switch within allocated down-time, avoiding a multi-month delay.
* Managed infrastructure components of data center consolidation project for State of Texas, migrating 500+ servers unto refreshed target platform (UNIX/AIX, LINUX & Windows), from 15+ agencies in over 50 locations to two central data centers, across 4 Business PMs and external delivery resources
* Directly engaged vendor AT&T for IP/NW configuration, submitted and tracked all racking/cabling specs and costs for IBM Data centers. Handled procurement and cost control with external (Anixter, etc.) and internal (IBM GARS) vendors

## Data Center Migration Project Manager – Contract Apr 2010 - Nov 2010 HP Enterprise | Colorado Springs, CO

Migrated DirecTVs mission-critical customer service and billing production systems to a newly constructed NextGen data center: mid-range servers (Wintel, UNIX, Sun), multiple SAN platforms, network and back-up technology

* Against initial rejection as corporate appointee, initiated the project via intense workshops, brought several PMs and migration architects located in different time zones and technical architects into one team
* Established budget control where none had existed
* Streamlined system migration process, shaving ¼ off lead times, employing virtualization and minimized downtime for 100s of Windows servers, phasing production data migration across new SAN/storage systems.
* Took over procurement and over-came half year lag by directly managing external vendors

## IT Consultant Jan 2009 - Jan 2010 Freelance | Remote

* **Kikiktagruk Inupiat Corp / NonPareil Solutions**: Provided consulting and business case research for bids to federal IT services and program management contracts (IRS/Treasury)
* **Neff Staffing Services**: As sole IT consultant, compiled technical specifications, resource profiles and costing for bid outsourcing Arapahoe County IT operations (190 Apps, incl SAP / 2,300 end stations) over 200K value (Neff Staffing Services)

## Sr. Tech Project Manager - WW SAP Feb 2006 - Aug 2008 Hewlett-Packard | Colorado Springs, CO

Managed consolidation of HP's 250+ internal SAP systems within the company-wide program to simplify the IT environment, unto new standardized platforms, from 85+ data centers scattered across the globe to three new strategic go-forward U.S. data centers. Gathered specifications and capacity demand plan. Incepted, designed and administrated global communication and dashboard on Sharepoint. Authored and maintained services engagement framework and metrics reporting. Devised re-usable project plan template.

* World-wide Program Coordination: Founded and chaired worldwide weekly DCC SAP Forum (150+ members). Overcame gap in engagement policy, achieving buy-in from senior management for ongoing assignment of Delivery PMs. Managed service delivery resources and business unit subject matter experts. Achieved reduction of quality issues by over 50%, 90% capacity and cost of ownership reduction goals.
* Project Recovery: Directly managed several individual system standardization/migrations within the data center consolidation program. Salvaged mission-critical support by taking over technical implementation of new service connection with SAP Germany. Mentored inexperienced project managers, salvaged migration for several business-critical systems, ensuring continuity in go- forward IT landscape.
* Release Management: In context of corporate Windows VISTA upgrade, designed and implemented new SAPGUI client software release infrastructure and framework, managed rollout for over 40,000 users. Established groundwork for ongoing timely patch releases. Reduced support issues by 33%, eliminated prior functionality lag problems for business reporting functions (SAP BW).

## IT Infrastructure Lead – WW Finance IT Jul 2004 - Jan 2006 Hewlett-Packard | Colorado Springs, CO

For HP's corporate financial system environment, managed hardware and services procurement with external vendors, compiled business requirements and technical specs for server upgrades/replacements, provided, planned fiscal year budget and controlled actuals, coordinated technical and application teams to execute upgrades.

* System Migration: Managed project from specification to hand-over to operations, migrating HP's core financial SAP BW reporting system to a new upgraded infrastructure platform (HP Superdome) in go-forward data center, new disaster failover solution. Instrumented business case and achieved management buy-in amidst cost concerns (over 1.2 Mio $). Eliminated projected system failure and improved processing time for the company's Financial Close by over 40%.
* Business Continuity: Authored business continuity specification document for mission- critical SAP system. Lead IT and functional team’s cyclical recovery testing with remote failover data center management. Coordinated audit reviews of corporate financial systems.
* As Sunset coordinator for the Finance domain, reduced legacy applications by over one Third.

## IT Project Manager – EMEA Finance & Admin Dec 2001 - Jun 2004 Hewlett-Packard | Munich, Germany

Initially responsible for EMEA, promoted to Corporate/WW organization in 2003

* Managed multiple projects in parallel in the financial/tax/legal space, designed and implemented business process changes for the EMEA region, handled full lifecycle software modifications and new entity creations in the corporate financial systems (SAP/Hyperion) environment
* Led virtual international teams across IT and business functional domains world-wide, handled all details of the project planning, resourcing and costing, scheduling, compiled business and IT specifications and managed all phases to final completion. Met 100% fixed legal and fiscal deadlines. Supervised teams of 8-12 external financial consultants and software developers.
* Led corporate project creating 2 new entities to leverage U.S. Puerto Rico tax favored construction. Managed systems and business changes end-to-end, turned project around last minute by raising flag to C-level management to re-engage business SMEs, met fixed deadline and avoided slippage to next available window one fiscal year down the road. Reported to Tax Counsel and MfG Controllership board. Benefit to corporation $Mios of tax saved

## Project Mgr Financial Systems & Processes – WW Nov 1997 – Nov 2001

**Compaq Computer | Munich, Germany**

Managed the collation of local fiscal, legal and tax requirements with the goal of eliminating local country systems and establishing the corporate systems baseline with SAP R/3 as the core. Organized and led multiple JAD workshops for 15 subsidiary business teams, achieved buy-in for new corporate process and system standardization. Negotiated contract with external consulting firm, led team of 10+ Finance and SAP consultants

* Led worldwide pilot implementation for the global SAP R/3 rollout and replacement of legacy ASK system. This project was so successful it was used as template for the rollout of SAP R/3 in all other EMEA entities. Promoted to lead the SAP ERP implementation for all BDG country entities, including managing a spinoff of a new German business entity.
* Promoted to EMEA Project Manager for merger of Compaq Computer/Hewlett-Packard Merger as part of 10-member board including corporate legal counsel and financial executives, an assignment which extended over 2 ½ years, covering over 400 legal entities in 39 countries. Compiled details for required system changes across all landscapes, coordinated EMEA country business teams, US, local and off-shore IT delivery teams
* Appointed as BDG Integration Project Manager for Digital Equipment Corp (DEC) acquisition, directed business and IT resources implementing the business process alignment (finance, logistics, spares and service management) and systems integration (45+ different systems) for over 15 trading legal entities across EMEA
* As sole IT PM for the EMEA-BDG region, managed integration of multiple TANDEM entities into corporate IT landscape, contract and process framework

## IM Manager - Czech Republic Dec 1996 - Oct 1997 Compaq Computer | Prague, Czech Republic

Ex-pat assignment: Called back prior to the originally planned end of my tenure in Prague to manage projects for central HQ of EMEA Business Development Group

* Managed transition from local sales office to full invoicing subsidiary. Built-out Prague office/network infrastructure establishing communications links using Czech telecom providers. Implemented new country-centric system landscape. Trained newly hired local resource as IM manager

## IT Infrastructure Manager – Germany Sep 1988 - Nov 1996 Compaq Computer | Munich, Germany

Started as LAN / Network Manager, successively promoted to Group Leader positions with increasing scope of responsibility, including hiring of staff, last Infrastructure Manager (04-1995- 11/1996). Acting IM Manager Germany for 10 months with full budget ownership.

* Managed IT service operations for Compaq’s international headquarter site, including expansion from 250 employees/1 location to over 1,300 employees/8 locations country-wide. Accountable for overall IT security, ISO 9000 certification and audit compliance. Handled IT infrastructure capacity planning, procurement, cost and asset management. Managed total IT budget for Germany.
* Negotiated and controlled hardware and cabling vendors, outsourced desktop services, authored contracts, SLAs and engagement agreements.

# EDUCATION

**Masters, Information Science (M.L.I.S.)**

**University of Texas at Austin, USA | Austin, Texas**

**Masters, History & Political Science (M.A.)**

**Albert Ludwig's Universitaet Freiburg | Freiburg, Germany**

# SKILLS

**Project Management Practice**: (15+ years). Successful track record completing multiple complex projects in parallel. Coordinating virtual (off-shore) and on-site cross-functional teams from both IT and Business functions in highly matrixed organizations across multiple geographies and time zones. Handled scores of cutovers, starting with creating highly-detailed step-by-step plans, release to production for legacy system replacements, major business changes, implementation of new modules, platform changes and added functionality for mission-critical environments with contributors across all continents. Passionate about mentoring.

**Software Development** (12+ years): Global SAP/ERP rollouts and integrations. Web services technology. Hosted more than 50 business requirements workshops (JADs) for cross-functional international teams, created 100s of BRDs, FRDs (Functional Specs), test planning. Multiple SDLCs from cradle to grave.

**Business Process Consulting** (9+ years): Subject matter expert in Order-to-Cash cycle with logistics experience, extensive practice supporting business functions in international trade scenario for both products and services: Accounting, credit management, legal, tax/VAT (EU).

**IT Infrastructure** (15+ years): Capacity and new site planning. Deployment and tech refresh of network, mid-range server, telecommunications and SAN infrastructure. Data center consolidation & migration. Disaster recovery planning, technology innovation, audit/ISO compliance and IT security management.

**Services Management** (10+ years): Setting up and operating helpdesk and engineering support services for country-wide IT operations across multiple locations from scratch. Negotiating and authoring vendor and services contracts, managing service outsourcers, defining engagement framework for internal and external service delivery teams, compiling SLA, SOW and contracts. Directing and handling quality control of programmers and senior configuration consultants

**Cost Management** (20+ years): Expertise in cost center management/fiscal budgeting, capital/expense controlling, asset management. Strong Finance subject matter expertise gained as integral contributor within corporate Finance organization reporting directly to international Controller. Controlling project budgets over several Mio $.

**Toolset**: Early adaptor of MS-Project, VISIO (10+ Yrs, expert), Primavera Teamplay (6+ yrs, good),Mercury/HP PPM (1 yr, basic), Sharepoint, BMC Remedy (9+ yrs, good), JIRA/Atlassian (3+ yrs).

**Methodology:** Practical experience with Waterfall, RAPID Development, HP Methodology Enhanced, IBM RPM, PMBOK, AGILE/Scrum