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SUMMARY

Dave Knippenberg brings fifteen years of experience as a global technical and software services leader in the DevOps, cloud, on-premises, identity, access, automation, and business intelligence domains. He is accountable for the end-to-end development and delivery of an $8M IT managed services portfolio in the pharmaceutical industry. His current scope as a Director of Delivery encompasses seventy global team members, 3,000 monthly requests from 40,000 worldwide users, and hundreds of successful projects. He specializes in organizational realignment and startup scenarios.

CORE COMPETENCIES

Global IT service strategy, governance, tactics, and delivery

Financial, program, vendor, and organizational change management

First principles thinking, realignment

Matrixed leadership, team building, and performance management

OKRs, KPIs, and metrics

SKILLS & TOOLS

Kanban, Agile, Critical Chain

Process and value stream analysis

Business intelligence, automation

Statistical modeling and analysis

Power Platform, Power BI, ServiceNow/orchestration

M, SQL, DAX, R, REST, C#, HTML, CSS

EDUCATION & CERTIFICATIONS

M.S., Technical Leadership
Purdue University 2013

B.S., Astrophysics
University of Illinois UC 2009

ITILv3 Expert, COBIT 5 Foundation

edX Analytics and Data Science

MS Power Platform and SharePoint

IUPUI Project Management

SELECTED OUTCOMES

Demonstrated experience performing executive functions to grow the business, delight customers, build and lead successful teams, establish robust capability and knowledge repositories, and ensure fiscal/security/privacy/business continuity compliance:

- Accountable for strategy, quality, and delivery across $8M in annual IT managed services revenue with a margin of 46%, driven by a global staff mix, automation, and continuous improvement. Successfully navigated multiple business continuity, security, and compliance audits.

- Created new software licensing compliance business unit, generating $1.5M in revenue. Accountable for financial planning/CAPEX/OPEX, strategy, delivery, contract scope and negotiation, staffing, and the client relationship.

- Mentored twelve individual contributors in a cross-functional IT service delivery space who promoted to senior positions. Mentored six managers on leadership and data-driven continuous improvement. Set accountability and performance expectations as manager of managers and evaluated their achievement.

- Eliminated 150,000 hours/year of value stream waste via process mining. Championed innovation as change agent via novel service offerings linking business outcomes to IT outcomes in a highly matrixed enterprise.

- Leveraged superior influencing and organizing skills to move the needle on delivery excellence and client satisfaction, by implementing constraints-based governance across a portfolio of delivery contracts.

Direct experience developing, leading, and executing delivery and continuous improvement initiatives across the breadth and depth of on-premises and cloud-based IT infrastructure and services:

- Achieved Critical Talent performance appraisal, and recognition in the top 2.5% of company-wide staff.

- Drove $4.3M+ in client savings via analytics, negotiation, statistics, automation, and OKRs; driving the sustained cost reduction business imperative.

- Cut global consumption of software assets by 93% via analytics-driven organizational change management. Redesigned fulfillment processes to deliver cost reduction and preserve quality delivery.

- Eliminated manual entry errors and reduced report processing time for mission critical USAF medical oversight process by 80%, impacting 12 healthcare providers and 5,000 patients.

- Slashed service level breaches by an order of magnitude for five global service teams. Unified and automated operational and project execution reporting via an autonomous analytics platform, reducing time to insight.

- Increased team morale by 33% via analytics and leadership influence, resulting in a cost-saving shift from staff augmentation to continuous improvement governance and processes.

VOLUNTEERING & OUTREACH	AWARDS & RECOGNITION
Afghan Crisis Volunteer, Ramstein Air Base 2021	Star Interviewer, Virtusa 2021
Business Intelligence Speaker, IAM User Group 2020	Superhero, Virtusa 2020
M.S. Project Management Mentor, Misawa Air Base 2018	Employee of the Year, Apparatus 2012
Process and Analytics Consultant, Misawa Air Base 2017	Most Valuable New Employee, Apparatus 2011

ROLE PROGRESSION

Virtusa, 2015 – 2021

Delivery Director, Virtusa, 2021 – Present
- Accountable for the end-to-end global delivery, oversight, and development of a portfolio of professional and managed IT services contracts in the pharmaceutical industry. Created new automation and DevOps teams, overseeing staffing, and instantiating new organizational structures to ensure quality delivery. Hand selected new delivery leadership through close mentoring relationships. Managed staffing and operational budgets. Responsible for new business generation and closure, risk identification and mitigation, and growth strategy.

Service Delivery & Transformation Manager, Virtusa, 2018 – 2021
- Accountable for leadership and continuous improvement initiatives across five delivery teams at Eli Lilly & Co, reducing service level breaches by an order of magnitude. Advisor to Health and Life Sciences delivery executives. Received Superhero award. Instituted new performance management standards and hiring processes.

Business Intelligence Architect, Virtusa, 2015 – 2018
- Architect and analytics lead for go-to-market DevOps platform, driving $6M in annual revenue. Drove cross-functional continuous improvement initiatives as execution lead in a matrixed enterprise. Service Manager for Remote Access, serving 100,000 users and devices globally at Eli Lilly & Co. Lead contract negotiator and writer.

Apparatus, 2011 – 2015

Technical Team Lead, Apparatus, 2013 – 2015
- Envisioned, architected, and grew a software licensing compliance service, delivering $3M savings to Eli Lilly & Co while generating $1.5M in revenue with a team of five engineers. Successfully led team through business acquisition and subsequent merger. Retained leadership of team during shift from on-site to remotely located.

Senior Technical Specialist, Apparatus, 2012 – 2013
- Conducted multiple internal continuous improvement projects to integrate systems and streamline processes. Co-founded the Internal Innovation Team, delivered lunch and learns for internal staff on collaboration best practices, presented at local SharePoint User Groups, and completed multiple RFPs. Awarded Employee of the Year.

Technical Specialist, Apparatus, 2011 – 2012
- Developed bespoke collaboration, public awareness, reporting, and analytics solutions for the City of Indianapolis through public-facing database and web development projects. Awarded Most Valuable New Employee.

Prior Roles, 2006 – 2011

Graduate Research Assistant, Indiana University Purdue University Indianapolis, 2010 – 2011
- Mentored undergraduate Management Information Systems students in Waterfall and Agile project management methodologies. Presented results of project management research at IUPUI technology poster fair.

Storage Backup Administrator, Cummins, 2010
- Provided Tier 2 EMC technical support for 40,000 users during a prolonged global storage network outage.

Operations Support System Engineer, The Newman Center, 2006 – 2010
- Architected, implemented, and enhanced a 30-station diskless-node computer lab, serving 500 students. Supported all IT operations for 30 staff members and managed the full lifecycle of the Active Directory domain. Volunteered at multiple non-profit company functions. Performed duties under a full Astrophysics course load.

Undergraduate Research Assistant, University of Illinois Urbana-Champaign, 2008 – 2009
- Developed a signal processing algorithm to discover Carbon 60 in interstellar space by filtering stellar spectra through terrestrial spectra. Accounted for seasonality and redshift/blueshift of terrestrial and stellar velocities.