

# ERIC A. STEPHENS

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## PROFILE

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Proven track record managing enterprise-scale engagements across strategy consulting, sales engineering, enterprise architecture, software engineering, and professional education roles. Successful delivery across retail, life sciences, mobile telecom, media & entertainment, financial services, healthcare, and public sector organizations.

## EXPERIENCE

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### VP, Enterprise Architecture & Strategy

Sep 2021 - present

Fidelity - Fidelity Architecture & Engineering - Corporate Services Technology

*Merrimack, NH*

Engaged in a multi-faceted role orchestrating business architecture-centric activities simultaneously with Chief of Staff duties for the Chief Architect, evolving Enterprise Document Management (EDM) capabilities, pioneering portfolio-wide business architecture and portfolio management practices, and improving enterprise architecture (EA) practices through an EA Guild.

- **Business Architecture.** Leveraged extensive EA experience to further evolve architects' knowledge and use of business architecture thinking. Refactored and aligned capabilities and solutions in an effort to rationalize and streamline the portfolio. Advocated for leading business architecture practices within the team and to the broader EA governance community, leading talks and sharing perspectives. Provided executive coaching to peers and the entire practice in various aspects of their roles as enterprise architects. Authored numerous perspectives on Business Architecture Thinking, Capability-centric portfolio rationalization, Business Value Management, Buy v. Build analysis, and Generative AI (ca. March 2023).
- **EA Guild.** Led continuous improvement activities with a virtual team of 20 solution architects across the Corporate Services Technology (CST) architecture practice to improve architects' skills, define repeatable processes, and leverage reusable artifacts for consistent, value-driven delivery.
- **Strategy & Planning / Operations Lead.** Led virtual strategy / planning team coordinating numerous activities across the practice including planning / budgeting cycles, KPI definition and tracking, and practice-level work allocation. Spearheaded the (re-) adoption of Agile practices to gain improved transparency into work activity for the Chief Architect and improve execution velocity.
- **EDM.** Provided leadership of the team evolving this capability including creation of common APIs, contingent architectures, and Accessibility solutions to support a critical enterprise capability. Developed a business case with a thorough economic view to inform key stakeholders in decision-making.

Simultaneously, represented the team with the firm-wide EA governance body, co-led the firm-wide AI Ethics workgroup with publication of a quarterly newsletter and ad-hoc perspectives, provided consultative services for the workflow automation architecture (Digital Automation Platform) refactoring (Autumn 2022) and the Log4Shell vulnerability response (ca. 2021), and provided leadership to several volunteer Common Impact projects providing advisory services to non-profits.

### Principal, Business Value Consulting - Americas

Oct 2016 - Sep 2021

Commvault

*Tinton Falls, NJ*

Achieved or exceeded revenue targets in a dual role elevating our collaboration in accounts, resulting in expanded deal size with heavy emphasis on business case development for prospects and clients. Engaged in the channel ecosystem to establish new partners. Developed and delivered enablement material to assist in pre-sales requirements engineering / discovery practices.

Led role in developing the next iteration of the go-to-market (GTM) process for EA-centric, capability-driven advisory engagements. Leveraged strategic consulting and EA practices in a highly tailored fashion. Formulated market sizing analysis for strategic partners to drive sales pipeline.

While maintaining business activities demonstrated personal leadership capabilities:

- Led Community of Interest efforts around cloud computing to identify pertinent trends to Data Management

- Achieved two cloud certifications within a 3 month period
- Recipient of Wingman Award Q4FY2018 and Above & Beyond FY2018Q1 for excellence in deal execution and thought leadership
- Developed virtual lab utilizing Infrastructure as Code (IaC) for testing software-defined storage platform. See <https://github.com/Commvault/hedvig-lab>

### **Engagement Manager**

Apr 2015 - Oct 2016

Strategy&, part of the PwC network

*New York, NY*

Participated and led strategy engagements for healthcare clients focusing on business capability evolution and organization / culture change:

- Developed offering strategy for growing IT services firm to expand services and markets
- Executed a rapid process improvement assessment to address health encounter submission challenges for government health insurer. Synthesized assessment framework along with short and long-term recommendations.
- Developed a strategy to advance software testing practices addressing process and operating model optimization leading to notable cost savings.
- Led a team to develop a telecommuting capability strategy addressing mounting real estate costs, decreasing employee satisfaction, and difficult talent attraction.
- Refined capability model and assessed maturity as part of investment prioritization effort for mid-sized insurer. Contributed to engagement team mobilization, deliverables, and intellectual property.

While executing projects, developed thought leadership on next generation Enterprise / Capabilities Architecture, Electronic Collaboration Suites, and IoT for Health Care Payers. Provided leadership support for internal EA community of practice, supported business development efforts, and mentored new staff.

### **Oracle Enterprise Architect / Enterprise Architecture Director**

Jun 2010 - Apr 2015

Oracle Corporation

*Redwood Shores, CA*

Demonstrated executive-level engagement in formulating actionable EA roadmaps for clients in several vertical industries. Specialized in business architecture, application rationalization, public sector health care programs, and EA governance. Key accomplishments include:

- Construction and management of full EA traceability model to support Health Insurance Exchange program with emphasis on business architecture.
- Authored identity management blueprint to improve employee on-boarding for a retailer.
- Re-chartered EA programs to drive investment value realization in public sector health care, retail, and mortgage banking.
- Screened candidates and mentored staff within the EA role and served on the business architecture certification board.
- Recognized as Oracle Enterprise Architect of the Year (FY2013) and Quarter (FY2011Q3)

Simultaneously with client engagements, contributed to internal collateral on Information Architecture and EA Governance. Engaged in business development activities and interacted with global EA community and industry forums including speaking engagements. Ongoing interviews and contributions to Oracle Magazine.

### **Senior Director, Enterprise Architecture / Enterprise Architect**

May 2001 - Jun 2010

Excellus BlueCross BlueShield

*Syracuse, NY*

Transformed team of existing solution architects to an enterprise focus to deliver key strategic artifacts. Applied business architecture/modeling to refine software design processes. Performed annual refreshes of strategies leading to actionable work plans aligned with corporate strategy. Frequent speaker and writer for both internal and external venues. Led cross-divisional innovation efforts around product design and technology investments to improve customer intimacy.

Provided intellectual leadership around the discipline of Enterprise and Software Architecture using prominent techniques and collateral from the industry, including the Zachman and TOGAF frameworks. Led roll-out of

Enterprise Architecture modeling tool (MEGA) to improve documentation practices.

Executed role of lead software architect and project manager for J2EE software projects including PHR and eRx applications with heavy integration requirements. Unified Java development efforts across enterprise by establishing and disseminating Java development standards via quarterly conferences.

**Adjunct Instructor, Internet & J2EE**

Syracuse University

Sep 1996 - Jun 2010

Syracuse, NY

**Managing Software Architect**

AppliedTheory

Sep 1996 - May 2001

Syracuse, NY

**Managing Software Architect**

Questra Consulting

Aug 1995 - Sep 1996

Syracuse, NY

**Ascending Software Development Roles**

Mutual of New York / CSC

Dec 1987 - Aug 1995

Syracuse, NY

## EDUCATION

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**Bachelor of Science *summa cum laude*. Business Administration - MIS,** Syracuse University

May 1987

## CERTIFICATIONS & ACCREDITATIONS

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- Azure AI Fundamentals. March 2021.
- Google Cloud Certified - Professional Cloud Architect. April 2019.
- AWS Certified Developer Associate. October 2018.
- AWS Certified Solution Architect. September 2018.
- Oracle Business Architecture Certified. Oracle Corporation. December 2013.
- Oracle Enterprise Architecture Certified. Oracle Corporation. April 2012.
- TOGAF 9 Level 2 Certification. The Open Group. 2011.
- Sun Certified Enterprise Architect for J2EE. Sun Microsystems. ca. 2005.
- Sun Certified Java Programmer. Sun Microsystems. 2002.

## AWARDS

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- Commvault - Gold star award. FY2021Q2.
- Commvault - Wingman Award. FY2018Q4.
- Commvault - Above & Beyond. FY2018Q1.
- OEA of the Year. Oracle Corporation. FY2013.
- OEA of the Quarter. Oracle Corporation. FY2011Q3.
- IT Professional of the Year. Excellus BlueCross BlueShield. 2005.