Frank H. Salvo

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TECHNOLOGY LEADER – ARCHITECTURE, ENGINEERING, PROGRAM MANAGEMENT, ANALYTICS, DIGITAL & FULL-STACK ENGINEERING

Creative, collaborative and highly disciplined Technology & Engineering Leader with broad technical, management and business domain knowledge and 15+ years' experience guiding transformational initiatives and programs.

Core Competencies

- Enterprise& Business Architecture
- Joint IT and Business Strategic Planning
- Large Scale Data Analytics & Reporting
- Telecom, Fin. Services, Media & Health Care
- Agile, DD/BDD/CI & Six Sigma
- Financial Management
- Business & Process Analysis
- PMO, IT Portfolio Mgmt. & ITIL
- Complex Program Management
- JavaScript & front-end coding
- ITO/BPO & Strategic Sourcing
- AWS & Azure Cloud Solutions

Professional Profile

Effective at dealing with complex, multi-faceted opportunities that require balance of creativity, cross-functional perspective, high levels of technical know-how and business acumen. Strong track record of forming cohesive partnerships, reshaping operations/processes and delivering analytics, digital collaboration, financial, new product and operational solutions.

Leadership Background

UNITED HEALTH GROUP, Hartford, CT (2017-present)
SR. DIRECTOR, BUSINESS ARCHITECTURE

Cross-functional leader driving alignment of Business & Technology strategies, solutions & initiatives within the Employer & Individual lines-of-business of United Healthcare

Key Responsibilities:

- Led team of Business Architects, Program Managers, RTE's and Business Analysts in partnership with Business Unit P&L Leadership in developing Business Portfolio strategies, road maps and plans
- Drove adoption of a Product orientation as part of accelerating the pace of agile adoption and maturity
- Significantly improved the impact of Business Architecture as a key partner with Executive Leadership

COTIVITI, Wilton, CT (2015 - 2017)
VICE PRESIDENT, ENGINEERING – DATA ANALYTICS, NEW PRODUCT DEVELOPMENT & APPLICATION ENGINEERING

Principle Technology partner to P&L General Managers leading Cotiviti's Healthcare & Retail Analytics lines-of-business in the US, UK, Canada and India - supporting global analytics Operations and Client interactions driving $450M in annual revenue.

Key Responsibilities:

- Overall Technology Leader of Engineering Analytics team, driving business transformation & delivering strategic solutions via Software Engineering, Big Data Analytics, Cloud solutions (AWS/Azure), Continuous Integration and Operational Optimization.
- Leader of Program Management Office and Agile Transformation in addition to $30M budget of direct expense and $20M in strategic program investment across a wide-ranging portfolio of initiatives.
- One of four Principle members of *Cotiviti's Transformation Office*, jointly leading key strategic initiatives in cross-functional partnership on behalf of the Executive Leadership Team (CEO, COO, CIO, CSO).

Key Contributions:

- Led the Client-facing engineering and integration of a major new platform development and implementation of next generation technology and analytics as a primary engine supporting the new integrated business operations of *Cotiviti*.
- Drove adoption of Agile within the Retrospective segments of *Cotiviti's* Engineering teams in cross-functional partnership with business operations leadership, significantly changing long-established mind-sets and improving velocity.
- Successfully transformed, improved and sustained on-going Business Operations in a dynamic and rapidly growing application portfolio across a widely divergent set of Clients and operating units while driving major strategic and structural change.

NEW YORK LIFE, Tarrytown, NY (2011 ~ 2014)

CORPORATE VICE PRESIDENT, SHARED DIGITAL TECHNOLOGY SERVICES AND CORPORATE APPLICATIONS

Broadened scope of previous program management role (see below) to principal end-to-end owner of tech space accountable for Client Relationship Management, Software Development, Project Management, Business Analysis, Architecture & Engineering, and Operational support of Applications, Platforms and Services.

Key Responsibilities:

- Served as leader of corporate application portfolio with more than 225 systems and shared services platforms supporting Finance & Accounting, Human Resources, Purchasing, Legal, Communications, Compliance and Corporate Services functions.
- Directed staff of 100 (plus external consultants) engaged in full solution lifecycle, from Client Relationship, Project Management, Requirements & Business Analysis, Application Development, Testing and launch to production support.
- Oversaw $20M annual work/resource budget, vendor/ITO relationships, Software Development, Engineering, Architecture and Service Delivery resources as part of Senior Management Team.

Key Contributions:

- Spearheaded wide range of strategic/tactical projects involving enterprising platforms (e.g., SAP, Vignette, SharePoint, Clarity, Business Intelligence & Analytics), SAAS and custom .NET and Java development using a variety of SDLC methods.
- Realigned group to strengthen SW development and enable smooth transition during corporate restructuring period; Created environment of knowledge sharing, career development, and holistically modernized a 10+ year old management process which radically increased delivery speed and efficiencies while improving controls, compliance, and quality.
- Championed proactive vs. reactive approach to change management/control. Instituted consistent, standardized processes, and established economical but effective management metrics and based upon CMMI and ITIL best practices.

CORPORATE VICE PRESIDENT, PROGRAM MANAGEMENT

Hired to revamp largest Development and Operations Program in the Enterprise Technology Portfolio. Directly managed multiple teams of Developers, Architects, Project Managers, and Analysts with overlapping/compressed timelines and $30M+ investment.

Key Contributions:

- Effectively realigned program which had fallen into disarray. Developed realistic plan/objectives, restructured staff, ITO partnership, scheduling and funding to deal with changing program scope and sequencing of key deliverables.
- Integrated legacy components (Policy Management, Client Contact, Billing and Workflow) and new underlying modern technologies (Web Services) within critical path and transformed stagnant, inadequate program into fully-functional system.

BRIDGEWATER ASSOCIATES, Norwalk, CT (2011)

IT PORTFOLIO MANAGER & STRATEGIC PROGRAM LEADER

Recruited to upgrade Program Management Office (PMO), modernize/update methods and ready unit to meet current/future business needs during period of significant growth and broad repositioning of technology portfolio.

- Immediately focused on gaining coherent view of staff, projects and workload, developed internal partnerships committed to best practices and established foundation for vibrant, modern, highly functional operation.
- Pioneered cross-functional processes for Demand Management, Program/Project Delivery, Governance, Execution Quality, Financial Management and IT Portfolio Management.
- Played instrumental role in planning and orchestrating build-out of secondary data center that facilitated strategic transformation of technology footprint, expanded trading center capacity and boosted performance/resiliency.
- Substantially improved transparency and visibility by communicating consistent, detailed and concise snapshots of active/pending IT projects and programs.

NIELSEN COMPANY, Wilton, CT/Sunnyvale, CA (2008 ~ 2011)
VICE PRESIDENT, EMERGING MEDIA BUSINESSES, STRATEGIC INITIATIVES, PMO & CHIEF OF STAFF

Hired to guide technical and operational maturity of entrepreneurial internet audience measurement division composed of multiple start-up acquisitions. Established PMO and project management discipline, driving technology-enabled product development and operations across five rapidly growing companies. Directed organization/process maturity planning and implementation in Emerging Media Group.

- Effectively utilized $40M+ investment and achieved integration of entities within enterprise/business operation.
- Established governance and common practices, including Program Management Office(PMO), Financial Planning & Controls, effective Development Methods (SCRUM, Iterative, Tollgate), Audit Compliance & Service Delivery.
- Served as strategic planning partner with Business Leadership in creation of Multi-Generation Product Plans and ensured alignment between Business Unit objectives and overall program portfolio management.
- Restructured ITO/BPO relationship with Tata Consulting Services within a several hundred million $ engagement.
- Partnered with COO and CTO to facilitate financial planning, governance and HR development of acquired businesses.

GENERAL REINSURANCE CORPORATION, Stamford, CT (2000 ~ 2008)
VICE PRESIDENT, INFORMATION OFFICER & CHIEF OF STAFF

Charged with horizontal oversight and governance of all functional areas (including vendor/partnership contracts, sourcing, resource/capacity management, software-development-life-cycle process, data warehousing/BI/analytics and compensation and performance metrics) within global IT organization of 500+ staff/contractors/consultants across 70 offices worldwide.

- Productively managed $120M budget and worked collaboratively with CEO, Division Presidents and Business Unit Leadership to create annual/strategic operational and technology plans.
- Championed implementation of Enterprise Program Management Office (PMO) and improved organization's ability to meet evolving business needs while increasing quality, discipline and consistency of project delivery.
- Created IT Advisory Board in partnership with Corporate President, CFO and line-of-business Presidents to ensure linkage of business cases and ROI of proposed initiatives to P&C, Life and Primary Insurance Units' objectives.
- Delivered large-scale restructuring of global IT organization, reducing staff by 50+% and overall spending by $40M (30%) annually through engagement of onshore/offshore ITO/BPO partnerships with Tata Consulting Services, HCL and Accenture.
- Directed renegotiation, integration and governance of outsourcing arrangements and realized financial/efficiency gains while maintaining business continuity with minimal disruption to client services throughout transition.
- Drove creation and acceptance of relevant metrics, consistent HR practices, streamlined organizational/team structures and realignment of compensation/recognition practices with specific business outcome/impact measures.
- Achieved greater transparency into Total Cost of Ownership across global IT portfolio through adoption of new delivery model for programs and application/infrastructure support using integrated processes, methods and tools.

PRICELINE.COM WEBHOUSE CLUB, Stamford, CT (2000, this division of Priceline was shut down)
DIRECTOR, APPLICATION DEVELOPMENT MANAGEMENT

Hired to lead enterprise application development and QA in support of company's emerging business model.

BELL ATLANTIC CORPORATION, White Plains, NY (1995 ~ 2000)
DIRECTOR, SYSTEMS & MARKET DEVELOPMENT

Recruited to drive $60M process re-engineering, systems development and operations initiative.

IBM CORPORATION, Norwalk, CT (1984 ~ 1995)
RELATIONSHIP MANAGER & MARKETING REPRESENTATIVE / NATIONAL SALES LEADER

Advanced to broad-impact position responsible for leading joint retail business/annual operations planning with PepsiCo while managing launch of Prodigy Services Company (at time, world's largest on-line services network).

EDUCATION

NEW YORK UNIVERSITY, LEONARD N. STERN SCHOOL OF BUSINESS
MASTER OF BUSINESS ADMINISTRATION, EMPHASIS IN FINANCE

UNIVERSITY OF ROCHESTER
BACHELOR OF SCIENCE, ENGINEERING & APPLIED SCIENCE
Computer Science, Applied Mathematics and Chemical Engineering

FULL-STACK ENGINEERING, UNIVERSITY OF CONNECTICUT

PMI TRAINING COURSES   **CMMI TRAINING COURSES**

ITIL FOUNDATION TRAINING   **CERTIFIED SAFE 4 AGILIST & MODERN AGILE**

SIX SIGMA GREEN BELT

PERSONAL ENDEAVORS

IRONMAN WORLD TRIATHLON CHAMPIONSHIP, Kona Hawaii (3 times)
Competed in 29 additional Ironman races throughout Europe, Canada and US