Phone:	(408) 893-8992
Email:	melissa@perceptiveitsolutions.com
	mliu@2025labs.com
Web:	www.perceptiveitsolutions.com
	www.2025labs.com
LinkedIn:	http://www.linkedin.com/in/melissaliu

Melissa Phillips Liu

Objective

Interesting new challenges that leverage broad experience and skill-sets while expanding current capabilities and knowledge. Opportunity to make meaningful impact.

Summary

Experienced management consultant, technologist, and business expert with a top-notch reputation for results. Consulting experience with all levels of organization, from staff to board. Cross-industry experience: Pharma/biotech; software; network equipment; supply chain; semiconductor; consumer/retail. Cross-practice area experience in IT (operations, strategy, implementation, process improvement) and product development (strategy/planning, design/development, management, process improvement). Diverse educational background that includes computer engineering (BS), finance and economics (MBA concentrations). Twenty+ years of combined software industry and management consulting experience. Dynamic and articulate, capable of influencing executive teams to action. Strong leadership, facilitation, training, and coaching capabilities and experience with all levels of organization. Very strong analytical skills applied successfully across a number of domains.

Areas of Expertise

- IT strategy, planning, funding, project valuation, portfolio management, reporting/metrics
- IT operations best-practices, assessment, improvement, implementation, metrics (ITIL- or non-ITIL-oriented companies)
- IT system implementation, selection, requirements analysis, usage, program management, data conversion, interface design, system integration architecture, third-party integration
- Impact of FDA regulatory environment on operations of life sciences companies: quality management practices; IT implications and best practices; definition of IT quality management philosophy and approach; IT risk management; and IT procedure definition
- Software Engineering practices: project/program management; development methodologies; user interface design; key technologies (traditional enterprise software and SaaS/Web 2.0); network protocols and standards; database design/conceptual design; requirements management; validation/testing
- Translation of complex, technical concepts and frameworks into easy-to-understand materials for non-technical or time-constrained individuals (e.g., executive management)

Experience

- February 2012 – present   2025 Labs, LLC

CEO, Entrepreneur, Co-Founder

- With co-founder, identified company mission and guiding principles; developed corporate website, Facebook presence, Amazon.com affiliate status, and deployed Rails/JS version to cloud (Amazon services)
- With co-founder, developing kid-friendly app to introduce kids to engineering and allow them to share creations with others in a safe, COPPA-compliant way, starting with a free web version (based on Rails) and including an iOS app for iPhone/iPad. Architecture at present is LAPR (Linux, Apache web server, Postgres database, Rails)
- Involved in various initiatives related to increasing diversity in Engineering, including launching a mentoring program between Engineering alumni and members of the Multicultural Engineering Program (MEP, affiliated with MESA) at UCSC School of

Engineering (launched Feb 14); scholarship application review for multiple organizations encouraging female participation in computer science and engineering; panelist at 2013 SWE Golden West conference, creation and funding of a need-based UCSC SoE scholarship targeted to underrepresented populations

- January 2005 – present Liu Technology Management Consulting, LLC (dba Perceptive IT Solutions)

President, Consultant, Small Business Owner

- Grew company revenue from single-person consulting entity to millions of dollars of cumulative revenue through completely organic means and flexible staffing, including contract negotiation, supplier qualification, onboarding, AP/AR, and legal compliance
- Instituted program management culture and practices at an organization (within a $2+ billion software company) which had little experience with formal management, tracking, and reporting requirements for large-cost-outlay programs funded at the executive level
- Analyzed system stability issues at a $28 billion network equipment company, defined implementation plan, secured strong sponsorship, and drove improvement team, resulting in measurable, sustained, highly-recognized improvements to system stability
- Assisted program owner of a team at a $30+ billion semiconductor company on a CEO-sponsored strategic program to shift the company from technology-driven to end-user solutions-oriented. Helped team define framework and data architecture to capture wide range of unstructured data about customer and market needs (such as field input and customer feedback), identify themes, coalesce around opportunities and solutions, value the solutions, and define product plans from them. Developed framework for managing the "fuzzy front end" (ideation) of product development to synthesize – and value – opportunities out of large amounts of raw data
- Helped early-stage software Web 2.0/SaaS company transition from technology-only to solutions, customers, and revenue, including landing big engagements, professionalizing the company, and identifying compelling solutions and usage
- Performed technology-related assessment for a possible merger transaction between two $1 billion+ companies, including: overall system architecture; scalability; fit between the target's IT capabilities and the potential acquirer's stated IT strategy
- Streamlined IT operations processes at a global network equipment company to deliver same-or-better quality at significantly reduced cost
- Built Clarabridge models to help an early-stage SaaS company analyze unstructured user review data for technology products to identify dimensions of interest to users, strengths and weakness of competing products, maturity of the product landscape, differences in typical usage among competing products, etc. Assisted with demographic analysis and persona definition based on user review data
- Multiple M&A (and divestiture) related IT projects: technology alignment assessment, post-divestiture integration architecture, merged-company network/infra design/planning
- Defined IT operational processes for large network equipment company creating new SaaS environments and services and needing to rationalize their traditional highly-controlled IT environments and practices with needs for a fast-paced SaaS delivery capabilities
- Conducted multiple classes and training sessions with corporate organizations to help IT and business teams improve alignment, collaboration, and results throughout IT planning/funding, capability implementation, and operations/maintenance

- January 2003 – January 2005 Independent Consultant

Independent Consultant (sole proprietor)

- Gathered, organized, and developed requirements documentation for computer system validation of an ERP system implementation at a $5 billion dollar biotech company

August 1999 - December 2002 PRTM   Mountain View, CA

Management Consultant

- Led computer system validation for JD Edwards ERP upgrade at a premier global biotech firm, including validation approach and plan, requirements development, and operational and performance qualification approach
- Led design, implementation, validation, and deployment of a Laboratory Information Management System (LIMS) for pharmaceutical firm preparing to ramp up for commercial production for a vaccine pending FDA approval
- Assisted in development of computer system validation lifecycle and IT support methodology for pre-market pharmaceutical company deploying first business system
- Contributed to development of firm's IT services practice area, including developing service framework, in-house training material, and high-quality client work in new service areas
- Assessed multi-billion dollar life sciences firm's IT organization, systems, skills, and processes and provided recommendations for improvement
- Helped small life sciences spin-off put in place IT infrastructure, including application integration within internal business systems and those of 3rd party logistics providers
- Designed and facilitated implementation of an Order Management system for an ISP, including integration with existing applications, data conversion from legacy applications, and usage/scenario/storyboard development
- Assessed and facilitated improvement of product development processes at e-supply chain firm needing to implement processes to cope with larger firm size
- Participated as a panelist at a conference of women in technology

1997– December 1998 Starlight Networks, Inc.   Mountain View, CA

Marketing:

- Assisted in company direction-setting effort to identify exit plan through acquisition. Conducted market research by vertical markets, including market size, customer base and characteristics, potential partners, niches, and overall assessment for each
- Analyzed competition for IP multicast products and briefing solutions; developed product requirements and feature set specifications

Engineering:

- Project management for two releases; principal engineer for multicast product line; key developer in 5+ product releases. Simultaneously delivered products on tight schedules and maintained existing products
- Developed and delivered leading-edge real-time, internet-based streaming multi-media applications using standard network protocols and APIs (IP multi-cast, UDP, Winsock)

1995-1997   Novell, Inc.   San Jose, CA

Software Engineering Manager

- Managed multiple product releases: managed cross-functional product development through entire lifecycle; costed engineering effort, tracked progress, and produced product on schedule; determined requirements and feature set; participated in customer visits and on-site customer briefings. Maintained high team morale during troubled times for the company: sustained very low attrition rate while company's rate was very high
- On incremental product release, improved usability and maintainability of product

significantly; on new product release, used extensive customer input and feedback to architect product to fit well into customers' existing environments

- Developed and presented material for divisional executive staff, Novell's annual BrainShare conference, training sessions, and television-broadcast recruiting video
- Demonstrated expertise in software architecture, network application development, user interface design, database design in creation of products to help IT organizations manage IT operations, networks, desktops, software distribution/licensing and more

1991– 1995   Novell, Inc.   San Jose, CA

Software Engineer

- Led engineering effort in multiple projects. Provided significant team leadership, even while an entry-level engineer. Defined product requirements, designed product architecture, and developed software.
- Received awards (including Employee of the Year) for individual contributions to three product releases
- Additional prior software development experience not listed here

Education   1999   Santa Clara University   Santa Clara, CA

- MBA, Beta Gamma Sigma (Highest Honors); dual concentrations in Finance and "Quantitative Approaches to Business Problems" (Economics and more Finance)
- MBA Consulting Group: Projects with Bay Area firms, including competitive analysis, market segmentation, distribution schemes, and partnership models

1991   University of California   Santa Cruz, CA

- B.S. Computer Engineering
- Secretary, IEEE Student Branch

APICS® (Association of Production and Inventory Control Specialists)

- APICS certification (2000)