

Melissa Liu

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Skills

Management consulting, consulting operations, and services sales. Operational excellence, metrics, and process improvement. Team leadership that is calm, effective, and cohesive through change or turbulence. Program leadership: executive-facing programs, large programs, difficult situations, and project rescues. Leadership across company levels, executive to line staff. Experience and relationships across industries: life sciences, software, network equipment, supply chain, semiconductor, consumer retail, healthcare. Ability to lead technical and business efforts and people equally effectively. Ability to balance diplomacy and influence with persistent, relentless pursuit of results. Complex data analysis.

Experience

2025 Consulting, 2025 Labs, CEO, Entrepreneur, Consultant

2013-2017

- Currently a "service business with a social mission" earning income from management consulting and focused on giving back to the community by introducing, encouraging, and mentoring young people in engineering and computer science. Formed by combining a profitable consulting business with an unprofitable (but for-profit) previously-founded edtech company
- Edtech company was founded to introduce kids to engineering in fun, non-stereotypical ways (e.g., not clearly aimed at boys, and not pink) to shift demographics of engineering and CS by 2025. Was incubated at edtech startup incubator GSV Labs in 2015 and taken back out to re-spin company.
- Innovation experience taught us that education market sales model favors large companies that can spend multiple years trying to sell to a single school district. Parents are hungry for ways to give their kids technical literacy, but a consumer business model requires high sales volume to break-even, and probably years of losses. Made decision to pivot and do this good work as a benefit to the community while driving profits via consulting services.
- Renaissance person throughout this effort: web development (Rails/JavaScript/Postgres on AWS and Heroku); graphics, video, and publishing (Adobe Illustrator, InDesign, FinalCutPro); branding, evangelizing, and engineering project and content design and development.
- Consulting experience during this time included IT enterprise architecture, IT governance processes, and executive program management.

Liu Technology Management Consulting, President & Management Consultant

2005-2015

- Founded company and grew from single-person consulting entity to millions of dollars of cumulative revenue through organic means and flexible staffing, including contract negotiation, supplier qualification, onboarding, AP/AR, and legal compliance.
- Instituted program management practices at an organization within a \$2+ billion software company with little experience with tracking and reporting requirements for executive-funded programs.
- Analyzed system stability issues at a \$28 billion network equipment company, defined action plan, secured strong sponsorship, and drove improvement team, resulting in measurable, sustained, highly-recognized improvements to system stability.
- Assisted program owner at \$30+ billion semiconductor on a CEO-sponsored program to shift from technology-driven to end-user solutions-oriented. Created framework for managing the "fuzzy front end" (ideation) of product development to synthesize and value opportunities out of large amounts of raw data. Developed conceptual data architecture to capture unstructured data about needs, identify themes, coalesce around opportunities, value solutions, and define product plans.

- Interim COO role. Helped early-stage software services company transition from technology-only to solutions, customers, and revenue, including landing big engagements, professionalizing the company, and identifying compelling solutions and usage.
- Technology assessment for a possible merger transaction between two \$1 billion+ companies, including: system architecture; scalability; IT capabilities and strategic alignment
- Streamlined IT operations processes at a global network equipment company to deliver same-or-better quality at significantly reduced cost
- 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 SaaS environments and needing to balance highly-controlled environments with need for fast-paced SaaS delivery

Independent Management Consultant

2003-2004

Continuation of consulting work in Life Sciences-related IT. Projects included computer system validation of ERP implementation at \$5 billion biotech company. Also spent time as a new mom to a preemie.

PRTM (now part of PwC), Management Consultant

1999-2002

IT Services and Life Sciences practices. Successful leadership and projects in system implementation, operational assessment, process improvement, integration, and more. Helped build-out new IT Services practice area, including developing framework for IT Roadmap offering. Heavy focus on Biotech/Pharma, but also worked in Telecom/Internet and Supply Chain. Companies ranged from near-startup to global, multi-billion dollar companies. Engaged with staff to executives. See LinkedIn profile for more detail.

Starlight Networks, Principle Engineer & project manager

1996-1998

Real-time streaming video using IP multicast protocol on MS Windows. Side effort in company direction-setting strategy efforts to identify best exit plan via acquisition (company was acquired).

Novell, Engineering Manager, Engineer, Intern

1990-1996

Management and development of Network Management software that used SNMP and other protocols in both UI and back-end software. Youngest engineering manager in the 11,000-person company and one of only three women in the role. High employee retention at then-struggling company. Spoke at technical conferences, customer briefings, and on TV.

Education

MBA, Santa Clara University

1996-1999

Graduated Beta Gamma Sigma (Highest Honors). Dual concentrations in Finance and Quantitative Approaches to Business Problems.

BS Computer Engineering

1987-1991

Electives included Computer Networks, Signal Processing, and graduate course in Image Processing. Major includes software, operating systems, computer architecture, circuits, electronics, etc.

Volunteerism and Advocacy

Chair, Chair Emerita, Baskin (School of Engineering) Alumni Advisory Council, UC Santa Cruz 2015-2017

Chair (now Emerita) of alumni group that drives engagement of engineering alumni with the school of engineering and brings the voice of alumni to the Dean and the School. Accomplishments include:

- Drove diversity in the School of Engineering as an outcome alumni want. Raised visibility of the

issue within engineering academic leadership. Resulting changes have improved metrics.

- Co-created MESA Engineering Program (MEP) Alumni Mentoring program, matching MEP students with alumni mentors for resume review, mock interviews, and other advice. MEP largely includes students from underrepresented demographics (female, low-income, and/or students of color)
- Helped organize panel discussion and screening of the documentary "CODE: Debugging the Gender Gap" in Santa Cruz. Helped identify panelists. Closing speaker at the request of university.

Professional Counselor, Society of Women Engineers (SWE) UCSC Student Chapter 2015-2016

Mentor to the SWE student branch. Co-hosted a mentoring session with a female engineering professor on our experiences in industry and academia. Presented a session on entrepreneurship to the SWE chapter.

Speaker, Society of Women Engineers (SWE) National Conference 2015, 2016, 2017

Speaker at two national SWE conferences (2015, 2016) and one local conference (2017). Topics included technology diversity "Beyond Talk: Moving the Levers of Diversity in Technology" and entrepreneurship, "Diving into Entrepreneurship."

Emcee, NCWIT "Aspirations in Computing" Bay Area Awards Ceremony 2017

Host and panel moderator for the NCWIT Bay Area affiliate's 2017 "Aspirations in Computing" (AiC) awards ceremony. The National Center for Women in IT (NCWIT) award honors high school women who are active and interested in computing and technology and encourages them to pursue their passions.