264 Fox Farm Hill Road
North Berwick, Maine 03906
(973) 768-4010
ralph.bus@ralphsacco.com

Ralph Sacco, PMP

PROFILE

Mr. Sacco has over 40 years of experience in planning, directing, and delivering information systems. His strong interpersonal and leadership skills have been essential to the delivery of a number of key projects, in a number of industries.

EMPLOYER HISTORY

International Business Machines (IBM) — *Senior Project Manager*

11/1996 – 7/2018 (Retired)

- Extensive Engagement Experience, dozens of projects detailed in the Engagement Section.

GE Information Services (GEIS) — *Technical Director*

11/1985 - 11/1996

- Technical Director for GEIS's Banking and Financial Services practice
- Technical Director for NJ and PA offices, then
- Project Manager – Managed one of the largest most successful projects at GEIS. A Consumer Packaged Goods (CPG) Sales Force Automation Project.
- As Technical Director responsible for pre and post-sales support. His team supported business-to-business (B2B) applications including EDI for expanding trading communities in a number of industries as well as trading and clearing applications for the Banking and Financial Services.

Tymshare/McAuto Medical Systems - *Section Manager, Delivery Systems, Comm & Systems*

11/1977 - 11/1985

- Supported their hospital software and services business. Responsible for systems software (4 mainframes), Data Networks, Distributed Minis, and IBM Focus application. Personally developed a DEC VAX-based communications infrastructure and was the principal architect for the union of the Tymshare Medical Systems and McAuto's network during the merger.

ENGAGEMENT EXPERIENCE

IBM Internal Projects - Offering Development — *Senior Project Manager*

06/2016 – 7/2018

- Project Description: Project Manager and contributor for multiple projects announced to clients and the sales force. These products are in the mobile space and some include Watson technology.

Pearson Publishing - Global Rights and Royalties — *Senior Project*

08/2015 - 05/2016

Project Description: Pearson is implementing a global Rights & Royalties(R&R) system globally. The IBM solution is the integration of FADEL IPM package, Oracle EBS, along with other packages and legacy systems.

His role was that of the IBM Project Manager. He joined as the project as it moved from the blueprint phase to the implementation phase. Ralph developed and maintained a master plan that included all aspects of IBM and client work. This includes multiple streams of design, development, and testing as well as change management, deployment, and infrastructure. He also led the establishment of the R&R PMO. This included weekly meeting cadence and tools for change, issue, risk management as well as status reporting. He fostered high team morale and left the project on a high note with the on-time delivery of the Deal Management Module.

General Motors (On*Star) — *Senior Project Manager (project auditor)*

02/2015 - 07/2015

Project Description: The IBM team enhanced the GM On*Start platform for model years 17, 18, and 19 and introduced new web-based features. During this project, Ralph's primary responsibility was to manage the development of a Readiness Review/Audit and to follow up on the actions stemming from the findings. Ralph as the project manager coordinated with the Project Leads, the Client Exec, and the IBM Project Leadership. The first step was to agree on the; level of detail, scope, form, and format. The report turned out to be 62 pages and it also turned out to be very useful in identifying hidden pitfalls. The issues that were found were both at the work-stream and program level.

All projects have issues, but to this team's credit, they used this report as a fulcrum for change. Over 40 opportunities were identified and scheduled to be addressed across the project streams. Ralph's job then was to manage these actions to completion and develop a weekly report to a wide distribution including the leadership community.

Lowe's — *Senior Project Manager*

04/2011 - 02/2015

Project Description: For the past 4 years Ralph has worked as a project manager on a series of

incremental features in a complex Smarter Commerce solution. This large box retailer has over 1,700 physical store locations and a significant .com business. These Sterling centered features were: .com fulfillment, sourcing, direct to customer orders, call center CRM (Siebel), pick-pack-ship, improved delivery scheduling with Click integration, charge the customer on the ship rather than order, multi-channel management of orders in process, back of the store selling, Order Modifications, revamped promotions model (stacking rules), labor item selling, design (i.e. kitchen) to BOM to order, including Deeplinking capability for a single sign-on and easy navigation between platforms.

During this progression Ralph leveraged his Project Manager skills and experience to: Lead a team from Solution Designs (SDD) through build for 2 significant features - Order Modifications (OM), and Move the Line Financial changes (MTL). His responsibilities changed from stage to stage managing domains such as post-production performance, change requests, offshore development teams, hyper care coordination, even jumped in as the test lead ours abruptly left.

His role in the last year was by far the most significant. He led the team that brought Release 7 to production. This was far from a technical/environmental activity. This required integration of the applications laid into production over a series of months one then the other. The original design was a big bang deployment so this work was not part of the original architectural framework. It required him and his team to understand the end-to-end solution and work closely with the Architecture, Business, and all Solution Teams to determine sequencing, new testing requirements, and present tradeoffs of the various approaches. In fact, his team tracked 290 such impacts to address. This work supported the business need to develop communications, training, and SOPs to Stores, Contact Centers, and the rest of the organization. This full lifecycle initiative covered initiation thru lessons learned. For perspective, the effort involved 63 applications, ~170 new or updated interfaces, ~9,100 lines of deployment instructions, ~138 production servers, and ~7,000 in-store workstations.

Chubb Insurance Predictive Modeling and MasterPierce Re Architecture — *Senior Project Manager*

10/2008 - 03/2011

Project Description: Predictive Modeling: His first initiative during this engagement was to PM a series of predictive modeling projects that were delivered to production. These projects had the effect of making the client's products more competitive by implementing real-time modeling of traditional factors (loss history, etc) with new factors such as billing history and credit rating changes. The project teams were ~10 FTE in size consisting of a BA, an architect, developers, and testers.

Re Architecture: He managed a team of ~40 FTEs on-site to remake the highly customized Smalltalk-based policy management system into a business and modeling-driven adaptive application. This was done by introducing a modeling engine to maintain and generate product, pricing, as well as UI needs such as functional state and edits. His Persistence Team created services that abstracted a stateless domain to the legacy data stores (IMS,DB2). His Batch Team retooled the batch application to remove the custom code and consume the new app code. Finally, his Integration Team developed the foundational services and UI.

Both projects used a mixture of technologies Java, Smalltalk IMS, CICS MQ, Websphere, DB2, IMS, FJA modeling tool PDFS.

Beacon Insurance — *Senior Project Manager*

08/2008 - 03/2009

Project Description: Ralph managed this legacy transformation project on a part-time basis. It was a fixed price engagement to convert a VB fat client underwriter and policy management system to the thin-client browser.

This was a highly visible troubled project with a difficult and disappointed client. When he took over, the entire budget was spent with little to show for it. The work was planned in 3 phases and the first and smallest of the phases had a way to go. With the help of a strong partner, the old management team was removed. The work was re-estimated and the project was completed well under its re-baseline cost. The team consisted of over 30 FTE primary in India.

Chubb Insurance — *Senior Project Manager*

11/2007 - 09/2008

Project Description: Running 2 Projects:

Keystone Application (Project received the "Delivery Excellence Award")

When visiting their client's high-end homes the 150 appraisers would carry legal pads. They would then go back to the office and use these handwritten notes to create their final appraisal of the property. The Keystone project puts Tablet PCs in the hands of the appraisers along with the Keystone application services that allow the appraiser to complete the appraisal in the field and automatically generate the report.

IBM designed and develop the appraisal application using an Agile model with weekly sprints. The tablet application was designed to leverage legacy data structures to support data synchronization to the back-end systems. In order to provide the lowest costs, we engaged the IBM Global Services India (IGSI) team to develop this unique 'OOO' service delivery model – on-site, off-site, off-shore.

The technology used is Motion Computing Tablet PC OOO, .net and VB, interfacing with a service-based solution. It is a lite SOA utilizing Java, RAD, STRUTS, Clear Case, WebSphere 6, and DB2.

Click Project:

Setting appointments for these same appeasers was a manual process. Ralph led the project that automated this process. IBM provided analysis, technical leadership, and the integration work between Click Software, the email and calendar systems. The efficiencies gained from the appointment and route management allowed the dispatch team to lower the ratio of the dispatcher to field appraiser.

The technology is The IBM approach is a service-based solution. It is a light SOA utilizing Java, RAD, STRUTS, Clear Case, WebSphere 6, and DB2. This interfaces with the Keystone Tablet system which is .net and VB.

Chubb Insurance — *Senior Project Manager*

11/2005 - 11/2006

Project Description: Policy management changes had been transacted through the client services center. This project brought a policy management system directly to the agents by automating 33 manual workflows and developing a web-based solution.

The project was made difficult because many of the workflows were complex and there were a variety of external and internal interfaces to implement.

Technology was Java, SmallTalk, and COBOL, Ralph managed 6 developers, a BA, and architects as needed.

Circuit City Stores — *Senior Project Manager and Development Lead*

09/2004 - 11/2005

Project Description: Replacement Point of Sale (rPOS) focuses on business processes and system solutions that are used to manage store operations, including point of Sale (POS), Back Office, Central Office, Store Level Inventory Management, Store Level Sourcing, Store Level Workforce Management, and Price/Shelf Tags.

Phase I - Ralph was in the PMO to coordinate the effort that consists of project management, solution design and architecture, package evaluation, business flow definition, store flow optimization, asset evaluation, and communication planning, and definition of the core rPOS applications and technical infrastructure.

Phase 2 - Execution creating code and configurations. The IBM and subs team size was 130, BCS Fees $11.2 M this phase. Integrating 3 vendor solutions (360 Commerce POS, Yantra Inventory, Streamserve) and a number of legacy client systems. This project also included IBM hardware, Software, AMS support, service centers, installation, networking, testing.

In this phase, Ralph led the teams that were responsible for the integration of these services using SOA/ESB.

TIAA-CREF — *Senior Project Manager*

03/2004 - 08/2004

Project Description: BRAND X SOA & Information Resource Management - The client required a new policy management system, but attacked the problem very strategically. The project was to lay out a roadmap and develop a solid technical foundation with a unified methodology. The solution was;

1. Develop an Information Resource Management (IRM) strategy that would centralize their data management (DM) needs and

2. Implement a Services-Oriented Architecture (SOA). This allowed them to have common reusable platforms and processes for the extensive changes ahead. The new system was to address 100s of new interfaces internally and externally. To add to the complexity was difficult to access technologies and required WBI MB connector that was not fully Production Ready. Contracted with consultants from a 3rd party and worked with IBM's product development team to work out the issues. Ralph's teams wherein NY&NC.

AT&T — *Senior Project Manager*

09/2003 - 02/2004

Project Description: Business Watch/Sales Watch Reporting. Managing the business AT&T relied on a number of reports compiled into the "Blue Book" and disturbed monthly. These 2 projects developed interfaces to the 10 different sales and order systems with data from all channels and lines of service. The need was to develop a single repository for canned and ad hoc reporting; for trending, customer service, sales, and promotions. Each interface required an SLA with the data owner. We developed the system using DataStage ETL, Business Objects and Java. The data feeds had wildly different characteristics and schedules. We harmonized data such as disputes and awards, order data, completions, disconnects, maintenance ticket Information, customer and sales hierarchy and Dimension, echannel, voice and data products, etc. What complicated matters further was that Ralph replaced an outgoing PM and Ralph was the only IBM employee on the project. Everyone else were contractors and AT&T employees. Workers split between 2 NJ locations, and remote.

PricewaterhouseCooper (PwC) Independence Office — *Senior Project Manager*

08/2000 - 08/2003

Project Description: Annual Independence Confirmation (AIC) and AsiaPac Portfolio Rollout. The systems that he Project Managed dealt with PwCs need to enforce SEC and accounting rules cross-firm. He managed 2 major projects while there. The AIC program for 3 yearly cycles and a new portfolio management system for Asia-Pac.

One if the major challenges for the AIC application were the number of users (57,000) who needed to confirm their independence in a 45-day window. The system had complex securities, ownership rules and number of interfaces, portfolio management, tracking, and audit systems

The Portfolio System roll-out was to deploy a new portfolio management system to the countries in Asia-Pac (Fiji, Papua New Guinea, Australia, Singapore, Malaysia, Thailand, New Zealand, China, Hong Kong, Korea, Japan, Taiwan, Indonesia, Philippines, Sri Lanka, Brunei, Solomon Islands, New Caledonia, and Tahiti).

The Asia-Pac roll-out involved the development of a standard project plan template to be used by each country which included the education and preparation, HW/SW considerations, local rules, and so on.

PUBLICATIONS

- Yogi Berra, PMP: **Published in print ComputerWorld, IDG, 2006**
    - http://www.ralphsacco.com/yogi.pdf
- Agile Grease: Improving Agile Project: **Published in Project-Management.com**:
    - https://project-management.com/agile-grease-improving-agile-project-management/
- Under Your Nose: Productivity, Customer Service And Teamwork: **Published in PM Today:**
    - https://www.pmtoday.co.uk/under-your-nose-productivity-customer-service-and-teamwork/

EDUCATION

- Kean College *- BA in Computer Science (magna cum lauda)*
- GE Leadership Development & Training Center at Crotonville, NY *New Manager Development Course*
- Continuation Credits *- Continuing Education - PMP good standing since 2003*

AWARDS

- Graduated - Magna Cum Laude
- 7th Degree Black Belt Shorin Ryu

- Delivery Excellence Award
- 5 Time Mark Maker (GE Information Services)
- PMP Certification - PMI, United States of America, 2003

KEY SKILLS

- Industries: Retail, Consumer Package Goods, Healthcare, Security Services, Financial, Insurance, Consultancy, Communications, Publishing, Automotive
- Project Domain: Complex and Global Deployments, Project Management and PMO, Audit/Assessment
- PM Agile projects (Expense Management with Watson, Chubb, On*Star, Expense management with Watson), Change Management,
- Full Software Development Life Cycle, Large Scale Integration & Deployment, Global Development.
- Packages and Technologies: FADEL IPM, Softlayer Cloud, Salesforce.com, Sterling Commerce, Omni Channel Order Management, Siebel, Click Delivery Scheduling, IRM, SOA, WBI, Business Objects, Data Stage ETL, 360 Commerce, Sterling Order Management, Stream Serve, Microsoft Project, Microsoft Office.
- Language - English