

Lawrence D. Stein

TRANSFORMATIONAL LEADERSHIP THAT TRANSFORMS TECHNOLOGY

Proven Ability to solve complex business problems through process design and technology solutions.

Strong Success Record in solution delivery, developing actionable information from data, managing multiple portfolios, providing business process change combined with IT investments, across organizational and geographical boundaries.

Wide Functional and Industry Experience to provide technology leadership, including counsel to functional senior management team members that include realistic enterprise ROI outcomes.

Experience Enriched through roles in Business Operations, HR and IT.

Varied Industry Background including Health Care, Retail, Consulting, Government, Logistics and Software Design and Sales.

EXPERIENCE

THAT DRIVES TURNAROUND, GROWTH AND PROFITABILITY

United States Postal Service	2007-Present
Executive – HR Systems & Technology Solutions	
Executive – Technology & Solutions Center	
Executive – Business Systems Solutions Center	
United Health Group	2001-2006
Vice President IT, Data Integration	
Vice President Information Technology	
Celebrations Inc.	1999-2001
Principle Partner	
Best Buy Inc.	1997-1999
Director Service Systems	
Director of Parts and Systems	

EXPERTISE – DELIVERING OUTCOMES THAT BUILD SHAREHOLDER VALUE

- Enterprise-Wide Business Intelligence (BI)
- Application Development (On & Offshore)
- Business Process Improvement
- Complex Problem Solving and Solutions
- Data and Application Security
- Advanced Analytics & Reporting
- Effective Data Warehousing
- Program & Project Management
- Senior IT Leadership
- Enterprise Technology Direction & Budgeting
- ERP /SAP Development and Implementation
- Negotiating & Purchasing Management
- E-Commerce/Internet/Intranet
- QA / CAT Testing Management
- Six Sigma Executive Black Belt
- Business Process Analysis

TARGETED DISCIPLINES

| Business Process Improvement | Business Intelligence | Data – Analytics and Reporting |
Operations Management | Program & Project Management | Best of Breed to Enterprise Wide Implementations

HIGHLIGHTS OF ACCOMPLISHMENTS – DRIVING RESULTS

- ◆ Executive, HR Systems and Technology Solutions at USPS As an executive for the US Postal Service, leading teams to **re-process engineer** recruiting, employee development, performance, and learning business models while enabling those new processes through an **Agile technical transformation** into a single, cloud based enterprise software solution.
- ◆ Executive, Systems and Technology Solutions at USPS, envisioned, championed funding, and then led teams to **deliver** one of the largest Business Intelligence (BI) suites in the US.
- ◆ Executive, Systems and Technology Solutions at USPS **impacted labor, safety and contractor costs**, by leveraging an understanding of the business, and data / BI technology effort that in turn enabled the beginning of a culture shift to make fact-based decisions based on accurate history and trends.
- ◆ Executive, Integrated Business Systems Solutions Center at USPS, **strategized, developed and deployed**, new PMO and SDLC process that introduced standards for project management, quality and six sigma processes to streamline efficiency.
- ◆ V.P. Data Integration at United Health Group **developed behavioral health BI Vision and Strategy** to blend Mental Health and Non-Mental Health Claims Data into an operational data store, reducing the cost of mental health as well as serving as a fact-based guide for new product development and new revenue streams.
- ◆ V.P. Information Technology at United Health Group built vendor relationships, both domestically and internationally, that led to negotiations to implement new technology packages while simultaneously **reducing** more than \$20 million in license and maintenance fees.
- ◆ V.P. Information Technology at United Health Group performed **visioning in one of the key leadership** roles to re-design one of countries first Health Care mass customization and componentization of health care.
- ◆ Director of Service Systems at Best Buy assumed central role in developing, designing, and bringing in, **on budget, \$50 Million in service systems solutions**, process restructuring and facilitating best practices for purchasing, inventory and store operations.
- ◆ Owner and Principle Partner at Celebrations Inc., performed a process re-design followed by the configuration and international **implementation of a CRM/SFA software solution** for a division of Emerson Electric.

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EXPERIENCE - THAT DRIVES TURNAROUND, GROWTH AND PROFITABILITY

UNITED STATES POSTAL SERVICE, Eagan MN, Greensboro NC & Washington DC
Government semi-automatous entity with 78 Billion in annual revenue

2007-Present

Postal Executive – HR Systems and Technology Solutions

- **Leading teams** to re-process engineer recruiting, employee development, performance, and learning business models, while enabling those new process through an agile technical transformation into a single, cloud-based enterprise software solution.
- **Provided leadership** to transform the business model from proprietary government to industry best practice while transforming technology from highly customized on-premises solution to a SaaS configuration strategy.
- **Provided strategy and technology execution** that will enable a business of 625,000 employees represented via multiple unions, to begin to pivot quickly to compete with external business models that are disrupting long-held human resource legacy processes.
- **Design and influence** processes and technology integration models to facilitate a single uniform data platform that is analytic ready. Process includes large SAP HCM, disparate relational systems and legacy Mainframe systems.

Postal Executive – Technology and Solutions Center

Recruited then led team of 20 high level, functional and technical staff to manage a multi-million-dollar portfolio suite of HR process and technologies, including the largest instance of SAP HCM / HR, FMLA, Workers Compensation, Recruiting, T&A, Learning Management, Retirement, and Call Center Systems.

- **Envisioned, Strategized, Championed Funding, and led** teams to develop Business Intelligence (BI) suite that merges legacy cross-functional data with SAP HCM/HR data to produce web-based reporting that enables the average MS Office user to have analytical and drill down visibility across the organization, as well as analytical ready data for predictive modeling.
- **Introduced and Executed** process re-design and automation of manual field operational tasks to a centralized HR Shared Service Center via SAP Adobe Forms, InfoPath, SharePoint and WinShuttle.
- **Developed and Deployed** role based security model for 650,000 employees
- **Ideated Process** and led teams to automate CAT testing for SAP HCM suite
- **Developed and Maintained** a CAT testing model with a 99% error free rate in production.
- **Re-Process Engineered and Implemented** intake/prioritization, financial control and program process.
- **Managed** external and internal IT vendors for performance, expense and ROI.
- **Organized and Managed** Six Sigma process teams and delivery of process improvement.

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UNITED STATES POSTAL SERVICE (CONT)

Postal Executive – Integrated Business Systems Solutions Center

Manage 300 Person Technology Application Development Center specializing in HR, Finance, A/R, A/P, Marketing and web development.

- **Managed and Led Teams to Implement** \$150 Million SAP HCM / HR Suite for 800,000 active employees. Enterprise development and deployment of Personnel Administration, Organizational Management, eRecruitment, Health & Safety, Self-Service Adobe forms, Learning Management and custom modules for unionized job bidding and WinShuttle integration.
- **Automate** HR functions and reduce work hours in centralized HR Shared Service. Process and technology allows USPS to enjoy a fully functioning centralized HR model. Overall responsibility for requirements, installation, configuration design and programming customization (ABOB, Basis, DB2, Oracle, AIX, Mainframe, Custom Objects and other SAP related technologies).
- **Developed and Maintained** Developed and Maintained PMO team introducing standardized Program Management for business and technology. Introduced standardized metrics for Total Quality Management (TQM), to reduce re-work and defects.
- **Strategized and Deployed** strategy and system wide SDLC, process for 300-person development shop, that was later adopted for entire USPS IT organization.
- **Designed and Led Teams** for web based technology to eliminate the printing of 21M Bi-Monthly payroll statements.
- **Executed** full Disaster Recovery process, duplication and test recovery.
- **Developed and Executed** International financial system to interface Countries into to a standard USPS model.

UNITED HEALTH GROUP, Minneapolis, MN

2001-2006

A leading Managed Care Company with \$72 Billion in annual revenue.

Vice President IT, Data Integration, United Behavioral Health, 2004-2006

Envisioned, then led teams to execute process, data integration, product development, statistical/trending and reporting. Driven to be at the crossroads of business and technology. Responsible for end-to-end execution for process and programs that led to revenue growth. Staff of 60.

- ◆ **Visionary**, driver and executor in developing the U.S.'s largest medical and behavioral health data and statistical warehouse. Developed data collection and analyses, enabling product offerings that leveraged company's core competency while presenting a new industry product.
- ◆ **Developed strategy** then process then execution of a data warehouse capturing data from multiple systems into one usable data store, enabling co-morbidity of medical and mental health reducing medical expense.
- ◆ **Led** business in transformation from using data in a reactionary mode to planning, budgeting and problem solving, utilizing proactive processes.
- ◆ **Developed** thought partnership with business then process and sales strategy to convert gigabytes of data into information that can aid in closing sales and add new revenue streams.

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Vice President Information Technology, UnitedHealth Care, 2001-2004

Leader of technology group supporting U.S.'s largest Health and Wellness insurer. Responsible for IT support of Sales, R&D, and Operations. Led a staff of 100 employees and managed a budget of \$5-\$20 Million annually. Developed an industry change process and technology solution to bring mass customization via process and technology to support the componentization of health care.

- ◆ **Led teams to create** a functional shift in health industry by leveraging the manufacturing model of custom PCs, to dramatically reduce cost structure of service delivery in small and medium health care segments.
- ◆ **Restructured** technology group to support a design that leveraged business process goals. Reduced new product execution time from 12-18 months to 3-6 months.
- ◆ **Negotiated**, through relationships, with software vendors and outsourcers both domestically and internationally that reduced license fees and rates by more than \$20 Million.
- ◆ **Managed** cross-matrix team that drove process and technology shifts via R&D development of new products, bringing new offerings to market within a customer's plan year creating increased revenue for the FY.
- ◆ **Developed** process mapping and re-design for financial claims systems to streamline structural change in how health care is sold and serviced.

CELEBRATIONS INC, Chanhassen MN

1999-2001

A self-owned international sales, CRM and technology practice

Principle Partner

Developer, owner and principle practitioner of a 12-person international consulting practice, specializing in strategic vision followed by execution of transforming data into marketing and sales development. For a division of Emerson Electric, delivered process design, CRM/sales development, project management and change management to implement a worldwide CRM software sales technology. Concentration in e-Commerce, CRM business process and technology deployment.

- ◆ **Performed** a process re-design, followed by the configuration and international implementation of a CRM/SFA software solution for a division of Emerson Electric.
- ◆ **Produced** scope design for CRM solution for the State of Minnesota.

Other Career Roles

Director Service Systems & Director of Operations, Best Buy Inc., Eden Prairie, MN	1997-1999
Director of Operations, Fidelitone Inc., DBA Cititronix/Panson, Wauconda, IL	1995-1997
Manager, Warranty Admin & Procurement, Rent-A-Center, Wichita, KS	1993-1995
National Operations Manager, Montgomery Ward Inc., Chicago, IL	1988-1993
District Manager, Stanley Tools, DBA Taylor Rental, Chicago, IL	1986-1988
Project Manager, Database/Microimagery Systems, Bell & Howell Inc., Chicago IL	1983-1986

Education

Business Administration, Illinois State University, Bloomington, IL	1979-1983
Certified Executive Six Sigma Black Belt	2005