RAYMOND S. MACDONALD

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CAREER PROFILE

A business leader with proven I.T. expertise developed through diversified management with increasing levels of responsibility and promotions; encompassing international management, negotiation, planning & architecture, project management, sales, customer service, and consulting. Expertise includes the development, execution, and management required for comprehensive reorganization of infrastructure and technical services supporting business enterprise globalization and profitable corporate growth.

CAREER HISTORY

MMC (MARSH & McLENNAN COMPANIES)   2000 – 2003

A Fortune 500 professional services company with revenues exceeding $10 billion. 59,000 employees provide analysis, advice and transactional capabilities to clients in over 100 countries.

Assistant Vice-President, Global Technology Architecture – Marsh Inc.
August 2002 – August 2003. Reported to the Managing Director of Global Technology Services, New York City.

- Promoted from the MMC – Mercer HR Consulting operations to provide expertise in global I.T. consolidation strategies, analysis of current Marsh global operations, and analysis of I.T. for mergers and acquisitions:
    - Provided guidance on future infrastructure technologies.
    - Built relationships globally with regional architecture teams.
    - Made recommendations on cost saving strategies.
- Provided planning, recommendations, carrier negotiation, and high-level architecture guidance to consolidate global networks. Project realized reoccurring cost savings of 30% (to approx. 5M€/year from 7M€) while gaining significant increases in bandwidth and reliability in the EMEA region; combining the network infrastructures of the Mercer and Marsh operating companies, and recommended resiliency best practices to North America.
- Analyzed and recommended global requirements to improve the globalization of Marsh's centralized ERP implementation. Included localizations (multi-lingual, multi-currency etc.), and single-instance best practices.

Managing Technology Architect – Mercer HR Consulting
July 2000 – August 2002. Reported to the Senior Director of Global Planning & Architecture, Toronto.

- Provided expertise as one of three core team members for the areas of global data centres and networks consolidation. Strategic recommendations for long-haul carrier relationships and data centre consolidations to support MMC Shared Services for the 11 operating companies.
- Improved cost savings through MMC consolidated negotiations with key vendors. Also improved terms and conditions leveraging economies-of-scale.
- Served on the Global Software Development Standards Advisory Board to ensure Mercer's efforts were effective using appropriate technologies and methods to provide sharing, ease-of-support, longevity, high-availability, global execution, and secure access for developing applications.
- Developed closer relationships with key vendors (through vendor management), which has improved planning & architecture for global enterprise needs by acquiring longer term technology development plans and key vendor's executive visions.
- Recruited and hired exceptional Sr. Technical Architect staff, for front-office and back-office functions. Achieved timely and high-quality execution of strategic goals. Enabled regular promotions and high motivation of staff.
- Led global teams to establish business driven technology architecture standards achieving effective global vendor pricing agreements, advantageous terms & conditions, and simplified global technical support requirements.
- Developed roadmaps of Microsoft and Oracle products and licensing. Planned an effective cost approach considering support, implementation, licensing, upgrade scheduling, and provided change impact analysis.
- Project managed the evaluation and selection of centralized Systems Management tools to reduce operational costs, to provide proactive capabilities, and enable effective support of the complex Mercer technical environment. Ensured integration with helpdesk and its associated workflow.

MOBSHOP INC. 2000
MobShop was an Internet Start-up and the leader in aggregate purchasing (group buying). Had offices in 5 countries with 170 employees. Toronto was the R&D centre and San Francisco the business headquarters.

Director, Global I.T. + Canadian HR
Reported to the Vice-President of Technology and CTO, San Francisco, California. Managed M.I.S. staff, contract Oracle ERP implementation technical consultants, Canadian HR, and the Recruiting Manager with a US$3M I.T. capital budget.

- Established I.T. related policies and procedures to increase corporate security, data reliability, and service availability.

- Established HR functions. Created staff performance review procedures. Added staff development (such as formal training plans and budgets) to attract and retain key talent.

- Negotiated Oracle 11i ERP (core financials) pricing and services ensuring international requirements (multi-currency and multi-lingual) as part of the ERP management team. Planned, acquired, and implemented hardware and software meeting the requirements of an accelerated schedule (90-day implementation). Ensured appropriate support levels and staff assignments from Oracle USA and Oracle Canada professional services.

- Reduced network service costs (voice and data) by 40% and increased quality of service.

- Quickly implemented a global, centrally managed network in Canada, USA, Germany, UK.

AIR CANADA INC. 1999 – 2000
A Canadian $6.5 billion corporation in FY1999 with a fleet of 158 aircraft. Air Canada became the 11th largest airline in the world with approximately 40,000 employees after the takeover of Canadian Airlines.

Project Manager (extended contract)
Reported to the Airline Operations Sr. Director of I.T. in Toronto, Ontario. Represented Air Canada's technology operations interests in negotiations with the Greater Toronto Airport Authority (GTAA) for the design of the new airport terminal (T-New), being built in Toronto, to open Stage 1 in the year 2003. (total technology budget CA$500million). Managed ISM contract staff.

- Top-Down and Bottom-Up simultaneous approach required due to tight deadlines. Managed Project Charter and Scope creation while providing specifications to the "brick & mortar" groups for AC's requirements for data centre, cabling, and stations, including redundancies and "zero downtime" technology infrastructure requirements.

- Project managed the new FIDS design, specification, data compatibility, and acquisition to support the merger of flight operations with Canadian Airlines; provided for the refurbishment and passenger processing modifications to the Terminal 1 & 2 facilities implementing a new "way finding" process.

ORACLE CORPORATION 1992 – 1999
A Fortune 500 company and the world's 2nd largest software business supplying enterprise information solutions. Annual revenues of $9.1US billion in 145 countries with 43,000 employees in 1999.

Principal Network Architect
November 1997 – July 1999. Reported to the Vice-President of Global Networks, Redwood Shores, California. Responsibilities included global data network architecture planning, managing supplier relationships, and negotiating various global communications contracts and service level agreements (SLAs).

- Designed and executed leading-edge key strategies to consolidate 65 data centres to 3. Required new thinking and planning with emerging technologies to cut costs and improve services to support network centric computing.

- Saved $3M/yr (35% reduction) and increased performance 4-fold for trans-Atlantic data network services.

- Evaluated emerging technologies and aligned with corporate strategies.

- Identified new technology opportunities through business area modeling.

- Validated and Approved R.O.I. and/or T.C.O. for network projects for global network operations at weekly project review meetings and for project plan submissions (telecommunications global spend of $300million/yr).

- Ensured an effective global networks department by active participation on the Management Committee defining strategic goals, regional and global re-charge models, network automation targets, and staffing models & workflow. "1999 Best-in-Class" enterprise telecommunications department as audited by KPMG.

- Drove Global Teamwork to gain effective world-wide productivity by reducing redundant efforts, utilizing expertise throughout the enterprise, and by ensuring that planning & architecture became proactive considering international needs and/or restrictions.

Senior Manager, Americas Networks and Telecommunications
August 1996 – March 1998. Reported to Sr. Director – Americas & AsiaPac Network Services, Redwood Shores, California. Managed $7M Canadian and $35M United States telecommunications budgets. Managed an organization with 24 staff and 3 managers.

- Designed, implemented, and managed 2 Trans-border (USA/Canada) teams to increase internal customer satisfaction. Mentored and developed the teams' managers.
- Active member of the Global Networks Management Committee. (founding member of management team)
- Sold new technology visions to global executives to earn timely project approvals.
- Supported Mergers & Acquisitions by evaluating and managing integration of new I.T. operations (i.e. DataLogix, RDB7). Included selection of staff, management, and technologies. Relocated and designed data centres for very large development groups (i.e. more than 2,000 dev. upon takeover of Digital's RDB7 product group).
- Reduced the USA data network spend by 10% while doubling performance in 1996/97.
- Increased staffs' job satisfaction and retention through imaginative training, meeting events, team recognition programs. Reduced Annual Attrition from a poor 45% to an outstanding 10%.
- Successfully instituted and managed projects for Y2K to ensure hardware and software met requirements.

Manager, Canadian Systems and Networks
June 1993 – February 1997. Reported to the Director - I.T. Planning, Mississauga, Ontario. Managed technical, planning, and support staff for data centre operations, helpdesk, and telecommunications.

- Global CIO invited member of the design team creating the successful $38.5Mus Global Networks Division to ensure cost savings and enterprise consistent services and security (January, July 1996).
- Delivered feature-rich voice, video, and data facilities with short R.O.I.
- Empowered a sales force of 700 for full-featured mobility by creating and delivering Sales Force Automation ensuring all logistical, technical, end-user training, and support requirements.
- Negotiated 37% savings for network hardware & software purchases. Negotiated national Frame Relay network.

Senior UNIX Systems Administrator
March 1992 – May 1993. Reported to M.I.S. Director, Toronto, Ontario.

- Successfully relocated and consolidated 2 data centres and offices into 1 new campus location.
- Introduced centralized network management with HP OpenView in 1993 to provide proactive support.

PREVIOUS POSITIONS

Systems Consultant, MACDONALD CONSULTING	**1990 – 1992**
JONAS & ERICKSON SOFTWARE TECHNOLOGY INC.	**1989 – 1990**
Systems Specialist, Marketing (1990)	
UNIX Technical Analyst, Customer Support (1989 – 1990)	
Senior Marketing Representative, INTERTAN CANADA LTD.	**1987 – 1989**
Contract Programmer & UNIX Systems Administrator	**1985 – 1987**

EDUCATION & SELECTED TRAINING

Business (Marketing Major) – Sheridan Institute of Technology and Advanced Learning, Oakville, Ontario, Canada.
1998 – Comprehensive Project Management – University of Toronto, Engineering Department
1996 – The Oracle Manager Program (included courses in Targeted Selection, Leading Change, Staff Performance, Leading Teams, Finance, and Strategic Management)
1994 – Managing Information Technology Effectively, University of Western Ontario & CIPS.
1993 – Sales & Marketing Specialist Certification – Sheridan College, Oakville, Ontario, Canada
1993 – Oracle Master Certification
1990 – Unisys UNIX Advanced Level II Certification
1988 – Xerox PSS (and other sales training)
2002, 2001, 2000, 1998, 1997 – Oracle OpenWorld Conferences
2001, 2000, 1999, 1998, 1997 – Pacific Telecommunications Council Conferences (PTC member)