

Steven J. Coper

Associate Advisor

As a strategic technology leader, Steven “Steve” Coper has a record of leveraging cutting-edge technology and developing transformational strategies resulting in increased revenue and reduced costs for Fortune 500 industry leaders. He consistently collaborates with senior executive teams on setting strategic technology direction and driving operational excellence while aligning technology with corporate vision and revenue goals - both domestically and internationally.

Some of Steve’s notable strengths include building and managing cross-functional, cross-business-unit infrastructures, enabling smart teams to implement latest generation technologies and global enterprise business processes, and maximizing competitive advantage and returns on technology investments.

He has repeatedly been called on to serve as interim CIO and Head of Infrastructure. In one instance, he built the IT infrastructure for start-up Clariant Global. Steve led the ground-up design and implementation of a 100% digital IT environment including cloud, virtual network, cyber security controls, ITSM/ITIL processes, Java apps, Oracle RAC databases, disaster recovery, and compliance testing. He also developed and implemented policies and procedures. His efforts contributed to the company’s attractiveness when it was sold to Thomson-Reuters.

Steve also served as an IT Executive with full P&L, personnel and operational responsibilities for two large, full-scope contracts in the Electric and Gas Utility industry. The total annual contract revenue was valued at \$142M (NIPSCO) and \$230M (PECO). Steve managed the on-boarding program of 250+ employees transitioning from client companies to IBM. He delivered high-quality services for data center, application development and maintenance as well as end user services operations.

Steve also implemented and maintained an award-winning Customer Information System (CIS) for NIPSCO. He led a team of 60+ high performance developers and analysts that never missed a customer billing cycle. The solution was awarded the Utilities Ultra Award for Outstanding Information Technology and was used as a solution footprint for other utilities.

His effective use of data analysis plays a key role in Steve’s strategies. While leading an IT merger financial analysis project for \$73B global retail grocer, Ahold Delhaize, Steve identified \$40M in savings. He used multi-level Enterprise Reference Architecture as the basis to aggregate IT capabilities into services components for market comparison. Steve gathered IT labor, asset, CAPX and OPEX data from 11 countries and 21 store brands in the US, Europe and Southeast Asia to identify synergy savings.

Another engagement involved IT sourcing for the global technology manufacturer, Honeywell. Steve led the successful 9 month project including the analysis, services transformation requirements, RFP, evaluation, and contract negotiation phases to replace a 12-year, single provider outsourcing agreement valued at \$700M. Once he identified the proper solutions, Steve facilitated the 6-month transition to 5 vendor contract relationships that enabled a comprehensive, global IT services transformation and run rate cost savings exceeding 50%.

Steve led a successful startup initiative establishing a Program Management Office (PMO) for the financial services division of the large computer manufacturer HP/Compaq merger. He held budget responsibility for \$2M while implementing the program/project management office organizational structure of 6 FTEs. He defined roles and responsibilities, processes, and tools and developed and implemented a business-focused project justification and prioritization process for senior management.

He also developed and implemented a best-of-breed program management methodology for Aetna. Steve provided recommendations on the implementation of enhanced project management and systems development life cycle methodology, processes, procedures, and measurements. His recommendations were later adopted by senior leadership for all of Aetna's projects.

Always searching for ways to reduce costs and improve efficiencies, Steve consistently delivers margin improvements for his clients. For example, he achieved \$12M in annual cost savings for Boston Edison and Commonwealth Electric within eight months. Steve consulted on best practices and provided IT and utility merger integration thought leadership. This included providing IT organization design, PMO, application portfolio analysis, and infrastructure planning.

He also reduced monthly operational costs by over 40% for RealTime Media. Safeguard Scientifics, a PE firm, had \$4M invested in the company. Steve served as interim CEO/CIO and led the development of an aggressive sales strategy as well as an organizational restructure. As a result of his efforts, the company received a second investment tranche and patented its technology.

PROFESSIONAL EXPERIENCE

WGROUP, INC., 2004 to 2017

A premier, \$18M provider of information technology management consulting services to Fortune 500 clients.

Managing Principal Consultant / Chief Technology Officer (2016 to 2017)

In addition to serving as the Corporate Chief Technology Officer, Steve was promoted to lead concurrent client engagements. He held complete accountability for revenue and P&L for WGroup while also providing outstanding deliverables and service to clients.

His expertise and thought leadership included sourcing, IT strategic planning and governance, program management, organization design, risk management, ITSM process maturity evaluation, and M&A IT synergy planning. His clients included Fortune 500 companies in the financial services, manufacturing, packaging, payment processing, pharmaceutical, and retail industries. Additionally, he developed and maintained information security and data retention policies and requirements for all technology and applications.

Principal Consultant / Chief Technology Officer (2004 to 2016)

Steve led client project engagements while holding complete responsibility for P&L, project management, financial and technical analysis, strategic planning, and deliverables. He provided strategies for sourcing, program management, risk management, and IT service management (ITSM) maturity evaluation for cross-industry, Fortune 500 clients.

Some of Steve's key projects at this time involved consulting with Fortune 500 clients on comparing and selecting ERP, CRM, and HR solutions including SAP, Oracle, Microsoft Dynamics, and Workday. In one instance, he provided consulting services to Raytheon on an existing 10-year, \$2B outsourcing agreement. He renegotiated unit price reductions of 22%+ while improving the availability service levels on incident resolution, servers, storage, and critical applications.

ALIGNÉ, INC., 2000 to 2004
An \$8M IT management consulting firm.

Principal Consultant

As a Principal Consultant with aligne, Steve provided interim executive leadership, program and project management, financial, business, and technical analysis as well as management consulting services with full P&L accountability. He provided strategies around program management, IT governance, sourcing, and ITSM assessments for consulting engagements ranging from \$200K to \$1M.

IBM CORPORATION, 1985 to 2000
An \$80B multinational computer manufacturing, software and IT services company.

Client Project Executive (1994 to 2000)

Promoted through positions of increasing responsibility at IBM, Steve led all aspects of customer relationship, revenue, P&L, and employee onboarding for 10-year, US Public Utility IT outsourcing contracts ranging from \$300M to \$1B including team leadership for 250+ employees. His clients included PECO, NIPSCO, and Commonwealth Energy/NStar.

Steve developed and managed his clients' e-Business technology infrastructure including web hosting, back office integration projects, and overall website governance and content management including NT, Java, HTML, MQSeries, C++, and Oracle.

In addition to his client responsibilities, Steve served as the project manager for a data center migration to an IBM Service Delivery Center site, completing the migration ahead of schedule and under budget. Steve's earlier positions with IBM included Client Executive and Project Manager as well as Account Systems Engineer.

EDUCATION & CERTIFICATIONS

La Salle University awarded Steve an MBA in Business Administration & Management. He received a Bachelor of Business Administration in Computer and Information Sciences from Temple University. Steve continued his professional development by participating in the IBM Executive Leadership Development Program at Harvard University. He is a certified Project Management Professional (PMP) by the Project Management Institute and holds the following additional certifications: ITIL V3 Foundation from Global Knowledge.