

THOMAS V. MAZZONE, MBA CPA

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SUMMARY

Accomplished executive leader and experienced, innovative educator with proven track record in both industry and academia. Wide-ranging, industry and international experience designing, developing and delivering, large-scale, multi-million dollar, multi-year technology-driven, operational and technology change programs on-time and on-budget. Significant experience in leading business and technology outsourcing efforts and managing the subsequent vendor partnerships. Significant experience teaching and leading process improvement and business transformation efforts using Lean Transformation, Lean/Six Sigma, Design for Six Sigma, Outcome Driven Innovation, Design Thinking, Enterprise Architecture and Agile tools and methodologies

EXPERIENCE

New York University | Tandon School of Engineering, New York, NY

2000 - Present

Department of Technology Management and Innovation

Industry Associate Professor, Management of Technology and Innovation

Program Director, Industrial Engineering

NYU Tandon School of Engineering's Department of Technology Management and Innovation is a recognized pioneer and leader in the field of technology management. Charged with leading the Industrial Engineering program to focus on design strategy, new product development, lean manufacturing, data science and other related topics. All classes are taught using an integrated methodology that the executives who take the course must apply back in their companies. Courses regularly updated to reflect latest academic thinking and industry practice, & include:

- Project Management for Technology Managers – *focus on developing strong business cases, project plans and teams with special emphasis on team dynamics, conflict resolution and effective agile management to ensure on-time, on-budget delivery*
- Operations Management for Knowledge-based Organizations – *process-based, customer-centric focus, full spectrum from process improvement to process agility and innovation. With special emphasis on the adoption of digital technologies into process design and management*
- Supply-Chain Management – Integration through Technology – *primary focus on addressing business partner selection, digital platform and ecosystem participation strategy and the subsequent management challenges in ensuring on-time delivery of cross-function, -business, -company, -supply chain, and platform processes*
- Strategic Change Management – Leading Change and Transformation – *three-part focus on assessment of change requirement and planning; change leadership and team management; and sustainability and continuous improvement*
- Managing Technological Change and Innovation – *pragmatic focus on the structures, processes, metrics and leadership requirements to develop, measure and manage an organization's innovation capabilities*
- Management of New Product and Services Development – *provide frameworks and tools for understanding how new products and services are identified, developed, implemented and supported*

Gurnet Consulting, Providence, RI

February 2018 - Present

Leading provider of best-in-class IT strategy and project execution services

Principal Consultant

Manage technology change and process improvement initiatives. Worked with leading insurance company to reinvent life insurance application processing. Worked with leading distribution company to develop future state IT organizational structure and road map to improve delivery capability. Led all aspects of a major business process outsourcing initiative for a Fortune 100 company who is the largest provider of employer-sponsored childcare in the US. Currently heading a global initiative to implement a new ERP platform and transform the Finance, Accounting and Procurement functions.

Leveredge Consulting, Boston, MA

August 2015 - Present

Performance Improvement and Capability Development

Founder

Focused on building organizational capability to define and deliver fast, agile strategic change programs. Provide comprehensive, service encompassing workshop facilitation to assess process improvement and project portfolios. Provide training and coaching support to build internal capability. Work directly managing client teams to lead process improvement, technology program and change management efforts. Developed a shared vision and business improvement road map for the fastest growing division of a top 10 bank. Led development of vision and process improvement road map to consolidate more than 50 business processes into a shared services model for a leading Biotechnology company.

Harvard Business Review, Boston, MA 2019 - Present

Harvard Business Review Advisory Council

Provide advice and support on content development

Wentworth Institute of Technology, Boston, MA 2017 - Present

Stonehill College, Easton MA

Adjunct Professor

Teach courses in new product development, operations management, marketing, and business research methods

RBS, CITIZENS BANK, Cranston, RI 2010 - August 2015

Global Financial Services Company

Head of Continuous Improvement and Business Transformation, Senior Vice President, Office of the Chief of Staff

Newly created role to develop and implement a strategy for the planning and execution of Continuous Improvement (CI) and Business Transformation initiatives. Acting as a strategic advisor to senior management, the focus was on development and implementation strategies to optimize the organization for effective and efficient delivery, while supporting a focus on service excellence and customer-focused innovation. Developed new service delivery/business partner engagement model, job families/competency model, demand/resource management, and project/portfolio management to build on LSS and Lean Transformation and transform it into a Business Improvement Consulting model to incorporate new concepts into existing systems and processes, while supporting the organization's ability to grow and develop new business opportunities.

- Managed a team of 30 performance improvement analysts, business improvement consultants and managing consultants that developed a full portfolio of internal business/process improvement consulting engagements that projected to deliver over \$60MM in annual improvements including revenue generation, expense reduction, and risk remediation. Representative process improvement accomplishments include: Increased payment gains in Collections and Recovery Operations by \$8-11MM/yr. Implemented cost reduction of \$1.7MM/yr in Home Equity Loan/Line of Credit appraisals. Improved operating capacity of Student loan and Auto Finance Processing teams by 58%
- Partnered with Technology and Lines of Business to create a 'Solutions Team' focused on improving the success rate of application and business process outsourcing initiatives
- Designed and implemented a new process improvement and business transformation internal consulting organization, including development of a new job family, competency model, service offering and branding/marketing strategy
- Developed full consulting methodology encompassing service improvement analytics, opportunity management, performance improvement service delivery and continuous improvement/sustainability
- Developed internal training programs to transition staff to new roles and onboarding program to integrate external hires; includes specialized Black/Green/Yellow Belt and Design Thinking certification programs
- Built project reporting, demand management, project prioritization and resource allocation framework and process to manage program intake and assign staff and communicate portfolio status
- Built a future state vision and multi-year development road map to transition the service offering and the associated value contribution from business unit/supply chain focus to full enterprise operations strategy development and road map development to build a flexible enterprise architecture in partnership with the Business and Technology
- Built a Center of Excellence to lead the development of process documentation and improvement standards, community development activities (speaker programs, continuous improvement awards, etc...) and development programs to enhance the core approach of enabling the businesses we work with to be self-sustaining after we complete an engagement

Head of Capability Development and Knowledge Management, Senior Vice President, Technology Services

Built practice area that has responsibility for Capability Development and Support Services (CDSS) and Process Improvement and Design Services (PIDS). CDSS focuses on capability and methodology development. PIDS focuses on defining and delivering business improvement opportunities and developing and sustaining process knowledge management. Accomplishments include:

- Designed and implemented a new capability development and knowledge management organization, including development of two new job families (CDSS & PIDS) and redesigned and implemented a new global Career and Capability Development framework that rewrote over 180 job titles and refocused them on 15 role families and 55 career-based job titles supported by an integrated competency model linking 65 technical and behavioral competencies through 5 proficiency levels
- Created Centers of Excellence for Project Management, Agile Development, Project Estimation and Business Analysis
- Launched a new on-line Learning Management Systems called IT Academy linking all job titles to over 600 development opportunities, providing a personalized employee-based curriculum focused on each individual's learning needs
- Developed and administered a process, tool and supporting reports to enable colleague capability self-assessments and manager validations to support personal development planning

Head of Capability Development and Knowledge Management, Senior Vice President, Technology Services (cont.)

- Created and delivered an Orientation Program to over 1,000 technology professionals, developed and delivered curriculum covering 15 core modules in methodology, operating model, relationship management and innovation
- Created a new Change Delivery and Support Governance Board, and associated working groups, to provide guidance, direction, and leadership across the company on methodology, tools, training and support
- Developed partnerships with operations and delivery teams, Bryant University, Boston University, Rhode Island School of Design (RISD), on new course design, development and delivery in Design Thinking, Program Management among others
- Created a new process improvement support model called ProcessWorks. Scope includes process design, documentation, training, colleague engagement, mentoring support and continuous improvement
- Created the 'Ideation Blog' an internal social media enabled tool and process for soliciting/nominating, 'voting'/prioritizing and implementing employee-initiated process improvement opportunities. Managed team that implemented recommendations
- Created TS Talks - Tech Talks, a monthly lecture series, modeled on TED Talks, typically attended by over 150 colleagues that focuses on bringing in either external speakers (Tech Talks) to discuss relevant industry topics or internal process experts (Process Talks) or technical experts (Experience Talks) to discuss their areas of expertise
- Created TS Coaches - Coaching and Mentoring program and executive-level advisory group. Developed learning programs, an accreditation strategy and a support structure to implement a Coaching-based Leadership program across the bank
- Selected as part of CEO initiated task force to reinvent Learning and Development and Talent Management
- Led business model redesign, documentation, and organizational transition efforts for two different phases of IT transformation centered on outsourcing all application development and support services to external vendors. Built ITIL-centered service delivery model as foundation for prioritizing process improvement efforts. Built Initial focus on service delivery methodology, business requirements gathering, and project/program cost estimation resulted in >30% improvement in project delivery.
- Developed and implemented a new process for prioritizing and developing business cases, developing project and program budget estimates and a new approach with supporting tools for business requirements and solution design and development
- Redesigned the Service Improvement Board opportunity pipeline assessment, portfolio management, and process improvement processes. Immediate impact was full utilization of \$5MM seed fund from less than \$500K

International Association of Innovation Professionals, New York
A professional membership organization

2014 - 2018

Founding Member

Co-chair, Idea Generation Working Group. This group looks at what it means to create new ideas, and how idea management must be approached and contextualized in the pursuit of facilitating emergent innovation

FIDELITY INVESTMENTS, Boston, MA
Global Financial Services Company

1996 - 2008

Vice President, Business Solutions & Program Office, Fidelity Personal & Workplace Investing (PWI)

Managed group of project managers and business analysts to provide business solutions and project and program management services in support of PWI Retail Distribution. This included developing technology and operational capability for the introduction of new products, services and processes. Managed annual \$40+M portfolio that included:

- Worked with business partners across 20 different business units to lead the effort to define a multiyear development strategy to define, develop and deliver CRM capabilities in support of the transition to a relationship-based strategy. Delivered Client Management Capability on time, on budget to develop infrastructure, data and applications to support broad-based strategy to enable 1:1 relationships for over 700 reps in the High Net Worth/Mass Affluent markets to deliver \$30B in new flows
- Provided strategic direction, program leadership, project management, vendor management and production support for the Retail Rep Desktop Workstation which integrates over 130 applications (including workflow, trading, fulfillment, case mgt, etc.) focused on supporting over 7,000 users across 19 different rep profiles. Delivered program to re-architect technology platform and user interface development to support process improvements delivering more than \$8M in annual productivity
- Developed new project and program management capability, including methodology, governance, and training programs

Vice President, Program Management, Fidelity Pricing & Cash Management Services (FPCMS)

Defined and led large-scale, multi-year, multi-million dollar, technology-based, operational transformation initiatives, collaborating across multiple Fidelity business and systems organizations.

- Led a phased replacement of the core system and satellite applications that supported the consolidation and reporting of transfer agent activity. Led effort to identify, then manage India-based development partner. Initiative encompassed a reassessment of core business processes as well as the development of several new, cross-Fidelity business processes, to increase the division's ability to support new products and support changes in the regulatory environment. Targeted cost savings as a result of this initiative are 30-50%/year across both operations and systems development. Created and managed the team and processes to manage the outsourced development operations post-implementation.
- Delivered a new corporate actions processing system. This was a multi-year systems development initiative on schedule and under budget. Led effort to combine development efforts with international affiliate and identify and select India-based development partner. Initiative encompassed business process reengineering, full life-cycle systems development and an operational rollout strategy that encompassed full development of policies and procedures, training and support through implementation. Managed all on-shore and India-based resources to deliver on transformational initiative resulting in 30+% in operational improvements
- Led the senior team on a Vision and Strategy initiative focused on assessing current strategy and operational capabilities, identified and detailed relevant business and technical trends, and developed implications for future business model. Developed consensus on objectives and defined five year plan to implement strategy including development of relationship management and product development capabilities, core process realignment
- Built project and program management capabilities including financial modeling, project costing, project and program governance and status and reporting capabilities. Asked by the president to lead a collaborative initiative across business units to identify best practices in project management and institute process to deploy across the enterprise

Director, Business Planning & Analysis, Office of the CFO

Provided enterprise-wide business planning, modeling and analysis services to the Corporate CFO. Reengineered yearly budget and capital planning process. Developed new analytical models and reporting packages. Reduced forecasting cycle by 50%

Director of Client Service Design, Fidelity Employer Services Company

Identified, defined and directed a wide range of strategic initiatives, encompassing organizational design, change management, business process reengineering, new product development, and systems design and implementation in support of newly defined outsourcing services. Built process outsourcing model in payroll, health and welfare client implementations identifying organizational and service design changes resulting in over \$60MM in annual savings. Transitioned internal processing team to fully independent, client outsourcing service organization

A.T. KEARNEY, Boston, MA

1994 - 1996

International Strategy Consulting firm - Managing Consultant

Responsible for development of new practice area, new business development and managing multiple engagement teams on reengineering, information technology assessment, and strategic planning engagements. Primary focus on process reengineering and design in manufacturing and supply chain management

LUCAS, MCPHEE & COMPANY, Boston, MA

1992 - 1994

Bain and Co spinoff focused on M&A and LBO Turnarounds - Senior Consultant

ERNST & YOUNG, Florence, Italy; Auckland, New Zealand; and Providence, RI

1985 - 1990

International Accounting, Auditing and Consulting Firm - Senior Manager**E D U C A T I O N A N D P R O F E S S I O N A L D E V E L O P M E N T**

EDHEC BUSINESS SCHOOL, Nice, France

MBA, Strategy, Technology and Innovation

UNIVERSITY OF AUCKLAND, Auckland, New Zealand

MBA, Marketing and International Business (partial degree)

UNIVERSITY OF NOTRE DAME, South Bend, IN

BBA, Accounting

Certified Public Accountant

L A N G U A G E S

Proficient in French and Italian. Basic knowledge of Spanish, Portuguese, German and Chinese