

ANDREW G. HOLLINGER

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PROFESSIONAL SUMMARY

Over 35 years as a problem solver finding innovative information technology and process engineering solutions in response to business problems or objectives. Progressive experience selling, delivering and managing technology improvement solutions for large and small businesses, consulting and technical sales organizations. Proven ability in “significant impact” project leadership and rescue. Business critical research, strategy formulation, planning, communication, implementation and operations of projects dramatically affecting the future of organizations. Managed and led direct reports, multi-located project teams and extended staffs consisting of professional, technical and non-technical employees.

EDUCATION

Emory University, Atlanta, GA
MA (ABD) Degree in Military and Organizational History – 1977

Washington and Lee University, Lexington, VA
Bachelor of Arts Degree in History – 1973

Harvard Negotiation Project: “Getting to Yes” (Qualified to teach.)

PUBLICATIONS:

Books : Lex (2002) Hangin’ On (2002) Changin’ Gears (2007)
Articles: Guest Columnist for Fort Worth Star Telegram;
Numerous articles and monthly column in The Racing Post
Numerous articles and presentations used by IBM, IDX, Lotus Consulting, iXL/Scient
Thesis: The British Army, 1716 to 1746 ~ An Organization Providing Flexible Military Excellence and the Foundation for British Democracy, 1976. Now resides in the British Army Museum, London.

TECHNICAL SUMMARY

Platforms: Mainframe, Distributed Systems, WAN, LAN, Client/Server, Intranet, Internet
Databases: DB2, Oracle, Sybase, MS Access, Teradata
Structured Methodologies: Proprietary methods used by IBM, IDX, Lotus Consulting, iXL/Scient
Functional Areas: Hospital financials, clinical implementation, physician’s organizations management, billing and organization, MSO management, infrastructure of large, small and distributed organizations, Internet retail, B2E, Retail Distance Education, manufacturing management and logistics, inventory control, invoice processing, small business and departmental accounting, planning and

budgeting, work management, oil and gas accounting systems, government regulation, (NRC) processing, engineering and project management.

PROFESSIONAL EXPERIENCE

Tarrant County College

12/03 to present

Instructor of History

Tarrant County College is the second largest “Community College” in Texas. Our campus (one of four) has 11,000+ full time students. After an interviewing process in which over 200 applicants were examined I was hired as a history instructor teaching US History. I have developed over 25 lectures, multiple teaching strategies, homework, examinations and delivered them resulting in a rating of 6.2 out of 7.0 quality assessment (faculty average is 5.0). In 2004 I was selected as the “Best Lecturer on Northeast Campus.” I was selected in 2008 to teach the History Honors Course. I reviewed chapters in two publishers’ texts as a paid project. I developed and teach an on-line, distance learning class in Early American History. I have served two terms on the TCC Faculty Senate and Chair the Campus Action Committee.

The Racing Post

04/03 to Present

Editor in Chief / Owner

The Racing Post is America’s largest regional bicycling enthusiast magazine. Purchased as a 3 year old, 18 page pulp magazine published “often” I, in conjunction with my wife, grew the magazine to a glossy covered, full color 42 page magazine published both in paper and as an “E-zine.” From a readership of about 5,000 we have grown to a readership of about 25,000.

- Advertising rates have grown 20% in three successive down years for paper publishers.
- Paid subscriptions (to a free magazine) have grown to a total of over 250.
- Profitability has grown in the last 5 years.
- Content is the highest percentage of any sports magazine consistently rating over 60% versus the average of 40% in magazines such as Velonews and Bicycling.
- From having no national brands we have consistently grown our “national brand” involvement attesting to our successful value proposition.

Nuclear Logistics, Inc.

02/03 to 11/03

Director of Special Projects

Nuclear Logistics, Inc. is a small, proprietary manufacturer and supplier to the Nuclear Power industry, employing 60 staff in three locations. Hired to leverage business expertise and institute business process improvements while reporting to the President and Chief Executive Officer.

- Oversaw logistics, inventory and warehouse operations, documentation and engineering redesign, production process and information flow, and facilities selection. Managed six employees.
- Utilized expertise with MS Access to design and launch a Project Engineer Workbench for desktop planning, monitoring and project guidance. Automated project management process to improve efficiency and reduce engineering staff, which reduced engineering staff from 14 to 11, saving \$210,000 per year.
- Lowered occurrence of priority orders from 40% to 25% and improved timely order fulfillment.

Half-Circle H Enterprises

01/02 to 02/03

Proprietor

Self-employed management and internet consultant. Half-Circle H Enterprises designed and implemented five commercial websites for small and intermediate sized businesses. Generated almost \$100,000 revenue through business operations.

iXL/Scient

09/00 to 01/02

Client Partner

iXL, then iXL / Scient was the premier, world-wide Internet consulting firm. Joined in 2000 when growing business volumes, its 5000+ employees and project problems were over-whelming the current management's capabilities. As a Client Partner, reported to SVP of Sales, the Dallas Location Manager and was one several SME boards (Healthcare, B2E, Retail, Hospitality and Distance Education). As a Client Partner I had full responsibility for P&L and project based direct reports as well as several direct reports in our Dallas location. Similar to traditional consulting firms I was a partner level person responsible for all aspects for relationships with assigned clients. Sitting on the SME boards, was a participant and leader in many proposal reviews, product development efforts and delivery engagements.

- Sold, implemented and expanded a major site build for a Dallas based international convenience store organization. Won a competitive, initial bid with a price 3X the competitions and finalized the build at 1.2 million. Served as P&L Leader for effort numbering six direct reports and 110 team members, involving three companies and two countries.
 - Helped client enunciate new web-strategy
 - Negotiated exclusive client contract for iXL
 - Worked with client to select technical environment and variables
 - Worked with client to finalize initial and phase two requirements
 - Recruited and negotiated business partners involved with build
 - Delivered on-time and on budget. Was profitability leader within iXL.
 - Negotiated a inter-organizational sharing of on-line information between client and a major world-wide supplier.

iXL/Scient – Continued

- Led assessment effort for major project rescue of a \$5 million dollar international build. Upon entry to the firm, worked to assess problems with a major build project both over budget and significantly behind schedule. With two other senior staff suggested actions to bring project back under control. Used project planning methodology, scheduled updates and check-points as well a simplified chain of command to bring change to fruition.
- Expanded iXL penetration in client by selling and leading a web-based fixed assets application development engagement to track and report on warranty claims in stores. The application yielded a 9 month return on investment.
- Participated in numerous engagements as SME and internal leader for various efforts:
 - B2E distance education strategy leader for major electronics retailer – yielding increase of hire to productivity time from 2 weeks to 4 days.
 - Knowledge Management SME for international engagement with a major tobacco products company

- B2E Partnership leader with for Cisco / Epicentric effort on Retail Offerings; negotiated partnerships and led development effort.
- Product Executive for the Young Employee Portal – a B2E effort aimed at table service restaurants to reduce turn-over among young employees.

CompUSA

03/00 to 09/00

Director of eServices

CompUSA was America's largest retail computer store but was also the hub of many ancillary lines of business such as call centers, distance and classroom education, consulting, repair and installation services. Hired to transition these ancillary business lines to an e-commerce portal while supervising three direct reports and controlling a \$200,000 annual budget. Identified projects, developed business cases, and evaluated, selected and implemented web solutions. Conceptualized and implemented an integrated web-based enrollment process to increase revenue from the PC/Desktop software education business line.

- Dramatically increased annual education revenue \$3.1 million through simple enrollment and reservation stand-in offering.
- Helped Computer Rehab line of business design requirements for their web presence.
- Worked with call-center operations to select web tools for internal operations and put their offerings in on-line store for sale.

IDX/The Huntington Group

10/97 to 03/00

Program Manager

Hired to procure and fulfill "C" level management consulting engagements for IDX, America's largest supplier of software to large hospitals and very large physicians' organizations.

- Sold and led a year and a half project rescue engagement for a world level hospital for their beleaguered project to install and on-line, data base driven business and clinical system. The project was over a year behind and was costing the hospital over \$100K dollars above budget a month.
 - Facilitated work team planning sessions for multiple parallel development efforts using MS Project and resource loading resulting in improved key resource planning.
 - Worked with client IT to design and gain approval for appropriate business approval cycles through physician led environment.
 - Helped client formulate and set up Project Office concept and work rules for their own implementation policies: Version control, integrated training, data conversion schedules, application/data testing, hardware and software installation, monitoring of phased install, etc.
- Led an assessment for America's largest physician's organization to determine new information infrastructure requirements in light of DOJ's sweeping indictment of corporate leaders. Physician's organization had never done any strategic planning for information infrastructure and had cobbled together often informal data exchanges to accomplish financial and operational reporting tasks.
 - Recommended implementation of DataMart (Oracle) to unify information coming from over 50 disparate accounting systems. Recommended Cognos as reporting tool from datamart. (Project Managed resulting engagement)
 - Recommended many operational changes using data resulting from new Data Mart to cut costs and improve service.
 - Led engagement for implementation of NCR Teradata database to replace three IBM DB2 databases. Led engagement consisting of six IDX people, NCR hardware, services and Teradata service people. \$3 Million project on-time and on-budget.

- Led rapid prototyping engagement to mine Hospital database and present hospital controllers their economic data 5 days earlier with analysis already accomplished. Negotiated with Microsoft Services for joint development of this project. Saved client \$500K of software expense and was justified in the first 90 days of use.
- Led Operations segment of an interim management for University of Cincinnati's Physician's organization.
- Led Y2K readiness engagement for University of Massachusetts Hospital and physician's organization.

Lotus Consulting Services

07/95 to 10/97

Business Development Manager

Lotus Consulting Services were those legacy service organizations (Development, Education, Lotus Institute) not integrated into IBM Global Services. Hired to establish and cultivate alliances with customers and prospects to engage in consultative selling of educational services in the central US, Mexico and South American regions while reporting to the Vice President of Sales. Contributed to corporate planning and served as the new project lead for multiple follow-on sales. Designed and implemented an intra-company ordering and support system for Eli Lilly. Served as a keynote speaker on Distance Education for a newly developed Learning Space to multiple universities and corporations.

Successfully exceeded \$1 million quota each year of tenure.

- Procured firm's largest single engagement to date – \$3 million.
- Secured company's first Procter and Gamble education and services sale in 20 years.

Specialized Medical Management, Inc. (SMMI)

03/93 to 07/95

Director/General Manager of EDI

SMMI was Harris Methodist Health Systems' only For Profit organization. It was a physician's billing service, electronic billing software and service provider as well as a claims clearing house. Hired to re-engineer business processes for the Physicians' Billing Services Group while controlling spending for a \$3 million annual budget and overseeing 12 direct reports with 110 employees. Reported to Senior Vice President of Physicians Services. Cultivated a relationship with the software vendor to minimize costs.

Contributed to developing three MSOs, a hospital based physicians billing database, and a capitation split system. Conceptualized and instituted a software system selection and scoring system to aid in software procurement. Also established requirements and initial standards for a new community health records system.

- Significantly contributed to transforming the business from loss to break even posture.

IBM

1978 to 1993

Hired initially as a Systems Engineer and earned several performance based promotions to Executive Instructor, Sales Manager, Program Manager, and ultimately to Executive Engagement Manager.

Other:

2001 to present

President of Texas Bicycle Racing Association for 3 years establishing and growing the USAC bicycle racing calendar and becoming the first of their current design model for Local Associations. USA Cycling board of trustees – the guiding management board for the national organization for bicycle racing in the United States from Olympic and Professional levels to neighborhood bicycle programs. Promoter of over 30 profitable and highly regarded Bicycle Races.

A handwritten signature in black ink, appearing to read "A.G. Hollinger", followed by a horizontal line.