

Appendix 3: Key Personnel for Information Technology Transformation Detailed Planning Follow-On Strategic Deep-Dives at the Department of the Interior

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This proposal is contingent on the Parties reaching mutually agreeable terms and conditions and upon acceptance of any limitations described herein.

1. OVERVIEW OF KEY PERSONNEL, EXPERTS, AND WORKING TEAM

This appendix provides a general description of the experience and capability of each of the key people on McKinsey’s proposed team (section 1) as well as detailed resumes and representative examples of team members’ work experience (section 2).

1.1 QUALIFICATIONS

We have assembled an exceptionally talented and diverse set of key personnel to assist the Department of Interior in the Information Technology Transformation detailed planning. The key personnel consist of the Leadership team and experts in four critical areas: Information Technology Service Management, Data Center, Cloud Computing, and Asset Management.

Given our deep familiarity with the DOI IT Transformation effort, we have retained many of the same key personnel and working team members to provide continuity for the follow-on deep-dives. We believe that the expertise, relationships and background that these personnel have are invaluable in ensuring the success of this follow-on effort.

As a group, the proposed team has:

- Familiarity with DOI and many of its IT systems through successful work on the highly complex MMS reorganization and NBC assessment
- Developed multiple detailed plans involving IT Service portfolios, chargeback design, governance, and financial modeling for similar large IT organizations in both Federal agencies and private sector clients
- Served agencies in over a third of the Cabinet level Departments,
- Planned and conducted successful major change management efforts in dozens of organizations—some with more than 100,000 employees.

The group also includes a complementary mix of education and training, spanning a range of technical disciplines (e.g., computer science, information management, engineering), business management expertise (e.g., inclusive of business case evaluation, change management, and governance processes) and law. Our proposed key personnel received their education at some of the world’s most well-regarded institutions such as Harvard, Yale, the University of Chicago and the University of Pennsylvania.

A summary of the qualifications of the key personnel and experts is provided in the table below.

Key Personnel	Relevant expertise and experience
Ankur Ghia (<i>B.B.A. University of Texas, M.B.A. The Wharton School at the University of Pennsylvania</i>)	<ul style="list-style-type: none">■ Associate Principal in the Washington DC office of McKinsey & Company■ Member of McKinsey’s Public Sector Information Technology Practice and prior experience serving several federal departments including Treasury, IRS, State,

	<p>USAID, Defense (OSD), and the Air Force</p> <ul style="list-style-type: none"> ▪ Leader within the McKinsey’s Business Technology Office (BTO) ▪ One of McKinsey’s leading practitioners in designing and implementing IT consolidations and transformations in large, complex government organizations ▪ Served as the Project Manager for Department of Interior IT Transformation Detailed Planning effort
<p>Steve Kelly (<i>B.A. University of Virginia, J.D. Harvard University</i>)</p>	<ul style="list-style-type: none"> ▪ Director in the Philadelphia office of McKinsey & Company ▪ Leads McKinsey’s North America Public Sector Technology Practice and a member of its Business Technology Office ▪ Serves many large private sector banks, insurers, and technology firms as well as many public sector clients on a broad range of technology- and strategy-related topics ▪ Led McKinsey’s work with DOI (FBMS) and OMB ▪ Served as Core Leadership for Department of Interior IT Transformation Detailed Planning effort
<p>Andrew Sellgren (<i>B.A. Berkeley, Ph.D. University of Chicago</i>)</p>	<ul style="list-style-type: none"> ▪ Principal in the Washington, DC office of McKinsey and member of McKinsey’s Public Sector Practice ▪ Expert in change management in the public sector ▪ Led McKinsey’s work at Interior on FBMS and on BOEMRE transformation, including IT governance, IT capabilities, and assessment of major IT investments ▪ Served as Core Leadership for Department of Interior IT Transformation Detailed Planning effort
<p>Jon Wilkins (<i>A.B. Dartmouth College, J.D. Yale University</i>)</p>	<ul style="list-style-type: none"> ▪ Principal in the Washington DC office of McKinsey & Company ▪ Leader within McKinsey’s North American Public Sector Practice, with experience serving the Department of the Interior ▪ Significant experience serving public sector organizations on strategic and organizational topics ▪ Served as Core Leadership for Department of Interior IT Transformation Detailed Planning effort

2. DETAILED RESUMES

Core Leadership and Key Personnel

Ankur Ghia (Project Manager)

Steve Kelly

Andrew Sellgren

Jon Wilkins

Expert Panel

Will Forrest

James Kaplan

Working Team Members

Pedja Arandjelovic

Arsalan Tavakoli-Shiraji

James Piechota

Rishi Roy (Representative)

ANKUR GHIA

ASSOCIATE PRINCIPAL

Proposed Role

Project Manager

Background

Ankur is an Associate Principal with McKinsey & Company's Washington DC office, focused on serving clients address challenges at the crossroads of public service and Information Technology. Ankur has served a variety of civilian and defense agencies, including IT shared service Transformation, IT mega-project management and rescue, large-scale IT modernization efforts, IT organization design/performance assessment, and IT procurement and cost savings initiatives. He has also led multiple public-sector change management programs, helping to translate recommendations into real changes with proven impact.

In 2008 and 2009, Mr. Ghia served as an advisor for the Obama-Biden Transition Project on the Technology Innovation and Government Reform (TIGR) team, focused on creating the 100-day plan to drive IT reform initiatives across the Federal government. Prior to McKinsey, Mr. Ghia worked in finance at Lazard Frères in its investment banking division and before that as an advisor to the CEO of Pratham, one of the largest education non-profit organizations in India.

Selected Expertise

- Public sector IT shared services and transformation
- IT governance and performance management processes
- Change management and capability-building

Education, Professional Licenses, Certifications, and Memberships

Institution	Degree	Graduated
The Wharton School at the University of Pennsylvania	M.B.A	2006
University of Texas	B.B.A.	2000

Work history

Employer	Role	Date
McKinsey & Company	Associate Principal	2006 – Present 2000 – 2002
Obama-Biden Transition Project	Advisor	2008 – 2009
Lazard Frères	Investment Banking Associate	2005
Pratham India Education Initiative	Advisor	2003 – 2004

Projects and Accomplishments (select examples):

U.S. Department of the Interior – Information Technology Transformation. Mr. Ghia was the Project Manager of the team that conducted the detailed planning for Department’s IT transformation effort over a six month period in their drive to transform IT service delivery. As part of this effort, the team built foundational capabilities and a detailed implementation plan. This included developing an IT service catalog, and technical roadmaps for datacenter and service desk strategy, along with other infrastructure towers. In addition, the team developed a financial chargeback model and strategy, a revised management structure, governance and performance management mechanisms, and a communications and change management strategy. All of this was tied together to create an integrated detailed IT transformation plan.

The Department of State and United States Agency for International Development (USAID): Served the State Department and USAID in a 6-month effort to consolidate their overlapping IT footprints in co-located areas. Scope of the engagement was to understand end-user requirements, analyze the current IT performance metrics and develop a set of recommendations with options for an IT consolidation strategy. The team designed a final IT Transformation approach and shared services model that would fit the unique needs of all end-users and also deliver \$70-90 million in savings per year. As part of this engagement, the McKinsey team launched both a detailed change management approach and a Program Management Office (PMO) to help execute the detailed implementation plans over the duration of the program.

The Department of Defense – Personnel and Readiness (P&R): Worked with the 10+ agencies within P&R to explore opportunities for establishing a shared service IT platform. Identified over 20 IT initiatives that could be consolidated in a shared services unit and designed a multi-year roadmap for implementing this new shared service platform across P&R. In addition to increasing the quality of service to end-users, this program is expected to save over \$400 million per year once it is fully implemented.

Internal Revenue Service (IRS): Worked with the IRS to implement world-class IT operations program across its entire data center assets, leading the research, design and implementation in a 9-month effort. During that time, he worked collaboratively with agency executives and union officials to ensure that key design changes were implemented on time without the need for a lengthy bargaining process. Changes implemented freed up nearly 40% of data center capacity for new work and higher quality levels for core work. To sustain the changes, initiated a continuous improvement process with key metrics to track progress and measure results.

State Government IT Services Performance Management: Worked with a State Government IT outsourcer to adopt a performance management structure for their IT services delivery organization. Analyzed the cost drivers across all IT towers (Server Operations, Mainframe, Network, End-User, Helpdesk, etc.) and delivered a labor cost optimization strategy for the entire program. Key components of implementing the strategy were a performance management structure with core metrics for every tower, and a management reporting process to track progress against targets and baselines.

STEPHEN KELLY

DIRECTOR

Proposed Role

Core leadership

Background

Stephen Kelly is a Senior Partner and he leads McKinsey's Public Sector Technology Practice in North America. He serves a range of public sector clients and private sector clients, including several large financial institutions. In his 13+ years at McKinsey, Mr. Kelly has served his clients on a broad range of topics including: IT Transformation, enterprise-wide financial process transformation, IT performance management, IT strategy, IT organization and governance; IT efficiency and effectiveness; technology innovation; Web services; IT-enabled operations; lean IT; IT services portfolio management; data-driven performance management; and IT shared services. He also has expertise in financial services broadly, and in financial processes and systems.

Selected Expertise

- IT organization and governance
- Change management
- Financial processes and systems
- IT service portfolio

Mr. Kelly has led several large performance transformation efforts with his clients, including multi-year programs that span strategy, organization, service management, IT governance, culture change, and technology enablement. Mr. Kelly has a track record of developing actionable recommendations with clear roadmap for implementation and benefits capture.

Education, professional licenses, certifications, and memberships

Institution	Degree	Graduated
Harvard University	J.D.	1997
University of Virginia	B.A, Economics / Government	1994

Work history

Employer	Role	Date
McKinsey & Company	Director	1997-present

Projects and Accomplishments (select examples only):

U.S. Department of the Interior – Information Technology Transformation. Mr. Kelly was part of the core leadership of the team that conducted the detailed planning for Department's IT transformation effort over a six month period in their drive to transform IT service delivery. As part of this effort, the team built foundational capabilities and a detailed implementation plan. This included developing an IT service catalog, and technical roadmaps for datacenter and service desk strategy, along with other infrastructure towers. In addition, the team developed a financial chargeback model and strategy, a revised management structure, governance and performance management mechanisms, and a communications and

change management strategy. All of this was tied together to create an integrated detailed IT transformation plan.

U.S. Department of the Interior – Third party assessment of FBMS . Mr. Kelly is co-leading a team to assess the implementation of Financial and Business Management System (FBMS) at the Department of Interior. This third party assessment is focused on optimizing future implementations, reducing risks and maximizing value capture from the FBMS system. The team has made a number of recommendations to significantly improve implementation processes, training, and is working with bureaus to prioritize specific value capture initiatives.

Office of Management and Budget (OMB). Mr. Kelly worked with the U.S. CIO and the Chief Performance Officer to develop the U.S. CIO's *25 Point Implementation Plan to Reform Federal Information Technology Management* as well as the *Federal Cloud Computing Strategy*. This work focused on best practices for transforming IT performance including: large IT programs, data center consolidation, program governance best practices, cloud, and procurement best practices.

U.S. Treasury – Office of Financial Innovation and Transformation (OFIT). Mr. Kelly is working with OFIT to design the strategy, business case, and implementation plan for transforming financial processes and systems across the Federal Government. The work includes a Cloud-based initiative, and an emphasis on public sector change management.

U.S. Small Business Administration (SBA). Mr. Kelly led a large IT project transformation effort for the Small Business Administration focused on modernization of legacy ERP financial systems and lending systems. He conducted a diagnostic of a 5+-year IT modernization program and developed recommendations to re-sequence the approach, focus on high-priority objectives in early years, and dramatically reduce risk. The team also developed recommendation on change management and governance best practices.

Internal Revenue Service. Mr. Kelly is currently conducting an in-depth assessment of one of the IRS's largest IT programs. Mr. Kelly also developed the web services strategy for the IRS, including capability-building, assessed the fragmented use of Web services across the agency to date, identified the highest-value and lowest-risk applications for web services functionality in the near term and in the medium term, and designed a new center of excellence to build out internal skills and execution capability to optimize value across the enterprise. He also supported organization design including structure as well as roles and responsibilities for key positions.

Large financial institution. Mr. Kelly developed 5-year technology strategy and IT Transformation plan for a large financial institution including the consolidation of data centers and building out a set of consolidated shared services. The team conducted an assessment of current state, identified gaps in performance to best practice, prioritized future business needs as well as emerging technology trends, and synthesized a comprehensive, multi-year strategy to deliver capabilities in a new services based model. The effort also identified targets for improvements in efficiency and service delivery. He helped design the change management plan to support a “managed-evolution” plan for phased execution, and he redesigned the IT governance and change management processes.

ANDREW SELLGREN

Proposed Role

Core leadership

Background

Andrew Sellgren is a partner and one of the leaders of McKinsey's Public Sector Practice. He serves government and commercial institutions on a wide range of topics, focusing on organizational effectiveness. He is currently serving the Department of Interior on the assessment of the FBMS project and reorganization and performance improvement for the Minerals Management Service.

Selected Expertise

- Shared services within the Department of Interior
- Transformation and change management in the public sector

Education, Professional Licenses, Certifications, and Memberships

Institution	Degree	Graduated
University of Chicago	Ph.D., economics	1999
University of California at Berkeley	B.A., economics, with highest honors	2002

Work history

Employer	Role	Date
McKinsey & Company	Partner	2001-present
George Mason University	Professor	1999-2001
University of Chicago	Lecturer	1998-1999
Office of Management and Budget	Intern	1993

Projects and Accomplishments (select examples):

U.S. Department of the Interior – Information Technology Transformation. Mr. Sellgren was part of the core leadership of the team that conducted the detailed planning for Department's IT transformation effort over a six month period in their drive to transform IT service delivery. As part of this effort, the team built foundational capabilities and a detailed implementation plan. This included developing an IT service catalog, and technical roadmaps for datacenter and service desk strategy, along with other infrastructure towers. In addition, the team developed a financial chargeback model and strategy, a revised management structure, governance and performance management mechanisms, and a communications and

change management strategy. All of this was tied together to create an integrated detailed IT transformation plan.

U.S. Department of Interior. Mr. Sellgren is leading the team performing a third-party assessment of the FBMS project to modernize finance, acquisition, and other support functions. Through this effort, the team is building a detailed understanding about support services throughout the DOI and designing approaches that use FBMS capabilities to capture significant value for the bureaus, such as identifying underutilized budget authorization or opportunities to share property across bureaus.

U.S. Department of Interior. Mr. Sellgren is also leading the team designing and implementing the division of MMS into more focused units such as ONRR, BOEM, and BSEE. As part of the effort, the team reorganized IT and other support services, consolidating them within A&B. The team is currently improving IT governance and IT capabilities, and assessing the merits of plans to modernize permit processes within BOEMRE.

Federal Student Aid (FSA). FSA leaders asked for help in fundamentally transforming their organization over the next five years. Mr. Sellgren led the initial work, which spanned four different engagements over the course of a year. The teams assessed FSA's performance using McKinsey's organizational-health diagnostics to better understand why FSA employees rated it in the bottom 3% of places to work in the government. The teams then worked with FSA senior leadership to design a comprehensive 5-year strategy that would improve internal operations while also addressing important new external challenges, such as improving college completion rates. The teams developed a set of 50 change initiatives and worked with FSA to begin implementation of them.

U.S. Department of Housing and Urban Development (HUD). The client asked McKinsey to be its strategic partner on its long-term performance transformation. Mr. Sellgren led teams to address topics as varied as building a risk-management function for the Federal Housing Administration, which had never had one, and redesigning the strategic planning function. The risk management effort required identifying and measuring the risks across the enterprise, conducting detailed benchmarking of risk organizations at leading financial institutions, designing the organization structure, and working with the entire organization to embed new risk-management processes. Mr. Sellgren also led efforts at HUD to improve oversight of public-housing administrations, and transform the operations of the multifamily lending operation.

Leading non-profit humanitarian organization. Mr. Sellgren led efforts to transform this organization's operating model. The organization had over 10,000 employees and 70,000 volunteers, distributed across 600 local organizations, each with significant autonomy. To reduce costs and improve performance, the team developed shared services that could be used by the whole organization.

JON WILKINS

DIRECTOR

Proposed Role

Core leadership

Background

Jon Wilkins is a Director in McKinsey & Company's Washington D.C. Office, where he has worked at the intersection of the public and private sectors for over a decade. As one of the leaders of McKinsey's North American Public Sector Practice, he has advised numerous public sector entities on their strategic and organizational challenges including the U.S. Department of the Interior, the U.S. Department of Energy, and the Public Broadcasting System. He also is global leader of McKinsey's practice on Regulatory, Government, and Reputation Management – including a specialization on stakeholder engagement and communications strategy. From 1998 to 1999, Mr. Wilkins left McKinsey to join the Federal Communications Commission, where he led the development of the annual strategic plan for the Commission on behalf of the Chairman's office. Mr. Wilkins also served on the Obama-Biden Transition Project, where he co-led the Agency Review process.

Selected Expertise

- Public sector organizational redesign
- Transformation planning and change management with a focus on communications
- Reputation management and stakeholder engagement

Education, Professional Licenses, Certifications, and Memberships

Institution	Degree	Graduated
Yale University	J.D.; Managing Editor, <i>The Yale Law Journal</i>	1995
Dartmouth College	A.B. with high honors in history, computer science	1992
State of Maryland Bar; District of Columbia Bar	Member	Since 1997

Work history

Employer	Role	Date
McKinsey & Company	Principal	1996 – 1998 1999 – Present
Federal Communications Commission	Director, Strategic Analysis, Office of Plans and Policy	1998-1999
U.S. Federal Courts	Law Clerk	1995-96

Projects and Accomplishments (select examples):

U.S. Department of the Interior – Information Technology Transformation. Mr. Wilkins was part of the core leadership of the team that conducted the detailed planning for Department's IT transformation effort over a six month period in their drive to transform IT service delivery. As part of this effort, the team built foundational capabilities and a detailed implementation plan. This included developing an IT service catalog, and technical roadmaps for datacenter and service desk strategy, along with other infrastructure towers. In addition, the team developed a financial chargeback model and strategy, a revised management structure, governance and performance management mechanisms, and a communications and change management strategy. All of this was tied together to create an integrated detailed IT transformation plan.

U.S. Department of the Interior – Minerals Management Services. Mr. Wilkins continues to lead the multi-team effort to reorganize the former Minerals Management Service, including a detailed organizational assessment that has resulted in a new structure for the agency as well as the initiation of a sustained cultural change management process. This work has also included assessment of support services including Information Technology across both the former Minerals Revenue Management office as well as the prospective Bureaus of Ocean Energy Management and Safety and Environmental Enforcement.

U.S. Department of the Interior – Third party assessment of FBMS. Mr. Wilkins is leading a team to assess the implementation of Financial and Business Management System (FBMS) at the Department of Interiors. The Work started in March 2011 and is focused on optimizing implementation cost, reducing risks and maximizing value capture using FBMS system. The team has made a number of recommendations to significant improve implementation processes, training, and is working with bureaus to initiative specific value capture initiatives.

U.S. Department of Energy. Mr. Wilkins has guided numerous efforts at the Energy Department, including an evaluation of the Department's climate-change analysis methodology with new assessments of the impact from the portfolio of alternative energy activities, an economic analysis of how major improvements in energy efficiency would have second-order impacts on the prevailing market price for electricity and natural gas in the U.S., and a detailed renewable energy development case for the State of Hawaii.

U.S. telecommunications company. Mr. Wilkins worked with the Chief Operating Officer to design and implement a turnaround plan for a major division that had been lagging industry performance levels. Over the course of a year of effort – work that included recruiting new operating management for the business, breaking up the division into several new operating units, leading a series of management alignment sessions, and implementing fundamental changes in supplier and pricing strategies – Mr. Wilkins and his project team succeeded in moving the business from last to first in the industry on the basis of sales growth and profitability.

WILL FORREST

PRINCIPAL

Proposed Role

Expert Panel

Background

William Forrest is a Partner with McKinsey & Company's Business Technology Office in Chicago, Illinois.

Selected Expertise

- Data center strategy and implementation
- Cloud computing
- Large scale IT transformation
- IT governance
- IT infrastructure strategy

Mr. Forrest serves McKinsey as one of its experts on data center strategy, ITSM, and IT Operations strategy development and implementation. Mr. Forrest leads McKinsey's global data center capability. He works with CIOs to develop innovative strategies and to manage complex change programs such as transformational reorganization and infrastructure architectures.

Additional areas of specialty include design and build of carbon and energy efficient IT systems where he is one of the leaders of our Climate Change Special Initiative as well product/business management of technology organizations.

Education, Professional Licenses, Certifications, and Memberships

Institution	Degree	Graduated
University of Edinburgh	M.A. Politics	1993

Work history

Employer	Role	Date
McKinsey & Company	Principal	2004 – present
Deloitte Consulting	Senior Manager	1999 – 2004
AAC Associates	Director – Business Development	1996-1999
The Leadership Institute	VP for Programs	1991-1996

Projects and Accomplishments (select examples):

Global financial services provider. Mr. Forrest developed a multi-year Technology and Operations transformation program for this top ten global financial services player which spanned all elements of People, Process and Technology and included obtaining Executive

Board approval for large scale investments and a change leadership program to drive employee satisfaction.

Global telecom provider. Mr. Forrest advised this global telecom major on IT implications of its business growth strategy and how to deliver increased data center capabilities while meeting corporate carbon targets

Global financial data provider. Mr. Forrest developed an infrastructure and a critical application data systems modernization strategy for this global financial services market data provider to arrest and shrink largest single operating expense

Publications:

2008: *Revolutionizing Data Center Efficiency*, a report (with Uptime Institute) showing how to double data center efficiency, work cited in NY Times, WSJ, Washington Post, Economist, BBC etc.

JAMES KAPLAN

PRINCIPAL

Proposed Role

Expert Panel

Background

James M. Kaplan is Principal in McKinsey & Company's Business Technology Office in New York, NY. Mr. Kaplan is the leader of McKinsey's IT infrastructure service line.

Selected Expertise

- Large scale IT transformation
- IT governance
- IT infrastructure strategy
- Data center strategy and implementation
- Public sector IT performance transformation

Prior to joining McKinsey, James was in the Telecom & Media practice of Deloitte Consulting in New York and Chief Technologist for Show & Tell, Inc. in Newton,

Education, Professional Licenses, Certifications, and Memberships

Institution	Degree	Graduated
University of Pennsylvania - Wharton School	M.B.A.	1996
Brown University	B.A. – History	1992

Work history

Employer	Role	Date
McKinsey & Company	Principal	1999 – present
Deloitte Consulting	Manager	1996 – 1999
Show & Tell, Inc	Chief Technologist	1992-1994

Projects and Accomplishments (select examples):

City of New York. Mr. Kaplan led a large-scale infrastructure consolidation program for New York in which he defined the overall program structure, key initiatives and responsibilities. He also developed the vendor strategy and managed the RFP process, as well as setting up and operating the program management office.

Large healthcare products. Mr. Kaplan led a core technology transformation program for a health care products company where he was responsible for structuring the overall program

and identifying key savings levers, the new operating model and defining technology architecture and operational priorities.

Global pharmaceutical company. Mr. Kaplan also led a \$120 million infrastructure transformation program for pharmaceutical company. Mr Kaplan structured overall program and validated savings. Mr. Kaplan also developed architectural and economic strategies for critical areas (e.g. application hosting and global network).

Major Internet carrier. Mr. Kaplan helped develop the technology strategy for this carrier, developing priorities for the hosting architecture, data center/network operations, client architecture and back office systems. He also developed plans for application development and infrastructure off-shoring.

Publications (select publications)

“Boosting performance in public-sector IT: An interview with a US Defense Department agency director,” McKinsey on Business Technology, July 2008

“Where IT infrastructure and business strategy meet,” McKinsey on Business Technology, May 2009

“Managing IT spending,” McKinsey on Business Technology, December 2008

“Data centers: How to cut carbon emissions and costs,” McKinsey on Business Technology, September 2008

“Meeting the demand for data storage,” McKinsey on Business Technology, June 2008

“Go Lean: Applying lean techniques to IT infrastructure operations is the way forward,” Dealing with Technology, February 2007

“Smart Ideas for Cutting Infrastructure Costs,” in McKinsey on IT, Fall 2003

“Farming out Data Centers,” McKinsey Quarterly, May 2003

“Re-centralizing IT,” McKinsey Quarterly, May 2003

PEDJA ARANDJELOVIC

ENGAGEMENT MANAGER

Proposed Role

Working Team Lead

Background

Pedja Arandjelovic is an Engagement Manager in McKinsey & Company's Mid-Atlantic Office and is a member of its Business Technology Practice.

At McKinsey, Mr. Arandjelovic has served a variety of public and private sector organizations on topics related to IT and business strategy, shared services creation and development, IT cost & performance improvement, governance modeling, and organizational transformation. He has worked across government agencies, healthcare, travel and consumer goods organizations.

Prior to joining McKinsey, Mr. Arandjelovic has worked for PricewaterhouseCoopers in their Business Advisory group. In addition, Pedja is a graduate of the Thunderbird School of Global Management, having received her M.B.A. in 1999.

Education, Professional Licenses, Certifications, and Memberships

Institution	Degree	Graduated
Thunderbird School of Global Management	M.B.A.	1999
Louisiana State University	B.S. Economics/International Trade and Finance	1997

Work history

Employer	Role	Date
McKinsey & Company	Engagement Manager	2007 - Present
PricewaterhouseCoopers	Senior Associate	2005 - 2007
Morgan Keegan & Co.	Analyst	2004 - 2007

Projects and Accomplishments (select examples):

U.S. Department of the Interior – Information Technology Transformation. Mr. Arandjelovic was the working team lead of the team that conducted the detailed planning for Department's IT transformation effort over a six month period in their drive to transform IT service delivery. As part of this effort, the team built foundational capabilities and a detailed

Selected Expertise

- Public sector shared services design
- Public sector IT strategy
- IT organization & governance
- Change management
- IT value opportunity capture
- Performance transformation

implementation plan. This included developing an IT service catalog, and technical roadmaps for datacenter and service desk strategy, along with other infrastructure towers. In addition, the team developed a financial chargeback model and strategy, a revised management structure, governance and performance management mechanisms, and a communications and change management strategy. All of this was tied together to create an integrated detailed IT transformation plan.

Centers for Medicare and Medicaid Services shared services strategy. Mr. Arandjelovic is currently serving as an expert on a McKinsey team charged with creating a shared services strategy for CMS across business and technology services. He is providing input to the team in the areas of service line identification and prioritization, governance and operating model design.

Shared services design at a large pharmacy benefit management organization. Mr. Arandjelovic was the leader of the team that helped the client design and implement a shared services organization across IT, Finance, Field Operations Support and Analytics and Reporting within 10 months. He also led deep-dives into IT transformation and Strategic Sourcing organizational design and improvement. The work included implementation of a novel performance management tracking methodology and tie-in with personal incentives and compensation.

Animal health joint venture – IT shared services integration. Mr. Arandjelovic led the team responsible for developing a post-merger integration strategy for the two IT shared services organizations. The work included Day 1/100 implementation planning, large system evaluation and selection, as well as synergy identification.

Leading consumer goods company Global Business Services design and implementation. Ms. Arandjelovic led the team that worked collaboratively with the client IT service delivery organization to prepare IT for inclusion into the Global Business Services group. The work included organizational restructuring, redesign of the relationship management group and processes, cost efficiency review, and consolidation of infrastructure and application development groups into global centers of excellence.

IT operational cost-efficiency effort for a large media company. Mr. Arandjelovic led the team that worked with the CIO and Digital Publishing organization of a large media company to help drive significant operating cost efficiencies as well as design the strategy for shift from paper to digital publishing. The effort included an initial diagnostic and benchmarking phase, and subsequent detailing of efficiency opportunities including datacenter consolidation, clear metric definition for vendor management, and more efficient forecasting and capacity planning for existing infrastructure.

ARSALAN TAVAKOLI-SHIRAJI

ENGAGEMENT MANAGER

Proposed Role

Working Team Member

Background

Arsalan Tavakoli-Shiraji is an Engagement Manager in the New Jersey Office, and part of the Business Technology Office.

Selected Expertise

- Public sector IT infrastructure transformation
- Big Data and Cloud service delivery enablement
- IT Strategy
- Data-driven analytics

At McKinsey, Mr. Tavakoli-Shiraji has focused on IT strategy and transformation, data-driven analytics, and cloud computing service delivery. He has extensive experience helping clients across public sector, media, healthcare, and retail industries revamp and modernize their IT infrastructure and strategy, including significant shifts to cloud delivered services. He has also served high-tech vendors by helping them define and implement their strategy around data analytics and cloud service delivery models.

Education, Professional Licenses, Certifications, and Memberships

Institution	Degree	Graduated
University of California - Berkeley	Ph.D., Computer Science	2009
University of California - Berkeley	M.S., Computer Science	2007
University of Virginia	B.S., Computer Science, B.A., Economics	2005

Work history

Employer	Role	Date
McKinsey and Company	Engagement Manager	2009-present
Nicira Networks	Network Researcher	2008-2009
Microsoft	Embedded Networks Researcher	2007
International Computer Science Institute	Network Architecture Researcher	2006-2007

Projects and Accomplishments (select examples):

U.S. Department of the Interior – Information Technology Transformation. Mr. Tavakoli-Shiraji was a working team member of the team that conducted the detailed planning for Department’s IT transformation effort over a six month period in their drive to transform IT service delivery. As part of this effort, the team built foundational capabilities and a

detailed implementation plan. This included developing an IT service catalog, and technical roadmaps for datacenter and service desk strategy, along with other infrastructure towers. In addition, the team developed a financial chargeback model and strategy, a revised management structure, governance and performance management mechanisms, and a communications and change management strategy. All of this was tied together to create an integrated detailed IT transformation plan.

Data analytics and cloud strategy for a large high-tech vendor. Mr. Tavakoli-Shiraji helped lead an effort to define a high-tech vendor's strategy for offerings around Big Data analytics and cloud-delivered services. A key component of this work was a thorough mapping of the predominant demand-side uses cases for cloud computing, the major barriers to adoption, and the most effective mitigating actions that can be deployed.

Identifying data/analytics capabilities gaps within healthcare payors. Mr. Tavakoli-Shiraji served as a working team member on a strategy effort to help reduce healthcare costs for commercial payors by delivering data-driven analytics around provider network management. He focused on identifying key informatics capabilities gaps within existing provider network management functions, particularly those which hindered accurate benchmarking and evaluation of network and provider costs and performance. Much of the effort focused on helping payors prepare their infrastructure for deploying data-driven analytics software, which often centered around a shift to a cloud-oriented strategy.

Shared services design at a large healthcare Payor. Mr. Tavakoli-Shiraji helped lead an effort to design and implement enterprise-wide shared services at the Payor. Functions included finance, IT, procurement, clinical analytics, and customer-reporting. Within each function, his focus was on designing the centralized organization, articulating the service catalog and service level agreements (SLAs), defining performance-driven metrics and associated incentive-based compensation practices. As part of the work, he helped develop the IT roadmap for enabling the new centralized organization.

Post-merger integration for a leading consumer goods company. Mr. Tavakoli-Shiraji was a core part of work to help integrate a large acquisition for a leading consumer goods company. He focused on consolidating IT, finance, and workplace services functions across the two entities within a single redesigned global shared services model. His work included the design of the integrated model, creation of an implementation roadmap, and project management through go-live. A significant portion of the effort involved laying out the strategy for incorporating the target's predominantly distributed and on-premise operating environment into the acquirer's cloud-focused strategy.

IT operational cost-efficiency effort for a large media company. Mr. Tavakoli-Shiraji was part of the team that worked with the IT department of a large media company to help drive more than 10% in operating cost efficiencies. His effort included an initial diagnostic and benchmarking phase, and subsequent detailing of efficiency opportunities including datacenter consolidation, clear metric definition for vendor management, and more efficient forecasting and capacity planning for existing infrastructure.

JAMES PIECHOTA

ASSOCIATE

Proposed Role

Working team member

Selected Expertise

- IT strategy
- IT change management

Background

James Piechota is an Associate in McKinsey & Company's Toronto office and is a member of its Business Technology Practice.

At McKinsey, Mr. Piechota has focused on IT strategy and transformation. He has experience helping clients across financial and retail industries revamp their IT strategy and organization.

Education, Professional Licenses, Certifications, and Memberships

Institution	Degree	Graduated
University of Toronto	Masters of Business Administration	2011
Brown University	Bachelor in Computer Science	2002

Work history

Employer	Role	Date
McKinsey & Company	Associate	2011 – present
Rhythm and Hues Studios	Software Engineer	2007-2009
Nimble Studios	Founder and President	2005-2007
Alias	Senior Software Engineer	2002-2005

Projects and Accomplishments (select examples):

Department of the Interior IT Transformation Office transformation: Mr. Piechota was a working team member on the Department's IT Transformation Detailed Planning in leading the effort to clearly define the role of the IT Transformation Office (ITO) in the context of the Transformation and helping develop tools, dashboards, and communications for use by the ITO

Outsourcing organization transformation: Mr. Piechota served as a working team member to transform a bank's outsourcing project delivery group to prepare it for an increase in business process outsourcing. In this capacity, Mr. Piechota helped design the new organization structure, identify key capability gaps, and model staffing requirements.

Retail IT strategy: Mr. Piechota served as a working team member to design a 3 year IT strategy for a large retailer. Mr. Piechota worked with business and IT representatives to design an IT investment strategy that was both feasible and in direct support of business objectives.

Sales organization redesign: Mr. Piechota served as a working team member to transform the culture and capabilities of a large retail bank's sales organization to better address the needs of an evolving customer base. The team recommended a two fold approach to both broaden the sales organization culture away from a singular focus on traditional products, as well as to build the capabilities necessary to successfully sell a newer product line.

RISHI ROY

ASSOCIATE

Proposed Role

Representative working team member

Background

Rishi Roy is an Associate in McKinsey & Company's New York Office and is a member of its Business Technology Practice.

Selected Expertise

- IT project management and planning
- IT infrastructure
- IT organization and governance
- IT portfolio management

At McKinsey, Mr. Roy has served range of clients—both public and private sector—on a range of IT issues—including infrastructure optimization and data center consolidation—and talent management.

Education, Professional Licenses, Certifications, and Memberships

Institution	Degree	Graduated
University of Michigan	M.A. in Business	2006
Massachusetts Institute of Technology	M. Eng. In Electrical Engineering and Computer Science	2003
Massachusetts Institute of Technology	B.A. In Electrical Engineering and Computer Science	2003

Work history

Employer	Role	Date
McKinsey & Company	Associate	2006 – present

Projects and Accomplishments (select examples):

City of New York. Mr. Roy helped lead the creation of a holistic strategy for the City of New York's effort to consolidate 50+ facilities to two state-of-the-art data centers, a plan that resulted in \$100 million savings over five years with improved service levels. As part of this effort, the McKinsey team worked with a dedicated client team to:

- Establish a PMO, including tools, processes and governance to coordinate execution of data center consolidation program. This included integrated work plan management, issue tracking and resolution, and work stream monitoring / tracking.

- Develop the technical architecture including a detailed, agency-facing infrastructure service catalog for future-state services (e.g., mainframe hosting, distributed hosting, e-mail). The team also selected a location for a secondary data center facility based on latency requirements, location risk profile, financial costs and client preferences.
- Create a migration plan with a repeatable methodology that entailed a baseline the current assets, costs and labor of an agency's infrastructure operations; a high-level transition roadmap; and a future-state view of infrastructure operations. The team also deployed the methodology to five representative agencies.
- Manage the vendor selection process through two comprehensive RFPs—one short-term and one longer-term—and relevant selection processes to execute the physical migration of agencies to the new data center.

Leading financial institution. Mr. Roy helped lead multiple engagements for three large financial institutions focused on identifying cost optimization opportunities in both infrastructure and application development / maintenance. Typical impact was a 15-20% reduction in costs.

High tech company. Mr. Roy helped to redesigned the application development / maintenance group for a large high tech company including labor re-engineering and offshoring. Mr. Roy worked with a management team to drive execution and capture of a 20% reduction in workforce combined with a 25-55% increase in offshoring.