

# ANDREW I. GORDON

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## Objective

- A position in product/program management that draws upon my deep experience in both disciplines.

## Summary Qualifications

- Deep program & project management expertise having built program offices (PMO) from scratch and managed projects in all phases of the software development lifecycle.
- Comprehensive client management & professional services expertise encompassing all aspects of client delivery from initial expectation setting through post implementation reviews.
- Extensive process definition & reengineering skills having modeled complex business processes for internal company functions and clients and in the high tech, retail, telecom, and government sectors.
- Solid product management/development experience with enterprise software applications from writing market requirements documents through product launch and support.
- Broad technology background including design, development, testing, and deployment experience with web, client/server, and mainframe platforms.
- Effective communication and management skills having led teams comprised of contract, career, and client personnel in direct and matrix reporting relationships, and worked across all organizational levels, including C-level executives.

## Experience

**2002 – present**     **Kalat Software, Inc. (pre-funding software startup)**     **San Francisco, CA**  
**VP of Product Development & Professional Services**

### *Product Development*

- Develop product strategy including feature set, positioning and competitive analysis.
- Develop product deliverables including: MRDs, PFDs, release plans, prototypes, and Product Roadmaps.

### *Professional Services & Corporate Development*

- Lead client implementation planning and participate in beta customer sales.
- Collaborate with Founders in capital-raising process, operational plan definition, budgeting, organizational design, and recruiting.

**1999 – 2001**     **Nextdoor Networks, Inc. (sold to OnStation Corporation)**     **San Francisco, CA**  
**Senior Director of Program Management & Professional Services**

### *Program & Project Management*

- Held responsibility for building inter-departmental processes across marketing, business development, product development, engineering, and operations.
- Built corporate intranet and Program Management Office (PMO) including: project planning & prioritization, resource allocation, scope management, risk/issue management, quality management, and communication planning.
- Managed \$6M relationship with tech incubator (iXL) for initial product development and software delivery during early stages of the company.
- Managed a team of 4 project managers (*i.e.*, hiring/firing, performance assessment, and salary administration) in delivering 6 website releases and 4 key cross-functional projects.
- Wrote functional specifications (PFDs), created mock-ups, performed vendor/software selection process, and directly project managed critical product partnerships for our online scheduling CRM module, billing/transaction system, and IVR/DTMF phone interface, each in excess of \$50K.
- Actively recruited, mentored, reviewed, and developed personnel while growing the company from 8 to over 130 people.

### *Professional Services*

- Developed Professional Services methodology including overall development process, quality management, scope/change control, risk/issue management, staffing, and time tracking & client invoicing.
- Managed all phases of client delivery of a \$500K CRM solution, from late-stage sales through implementation for all clients.
- Supported team of 7 direct sales managers across 6 markets in conducting client sales calls, proposal creation, value proposition creation, pricing, negotiation, and ROI analysis for a sales pipeline of \$12M+.

**1993 – Accenture (formerly Andersen Consulting) San Francisco, Chicago, Atlanta, London**  
**1999 Technology Manager**

*Program Management & Business Development*

- Managed and led teams ranging from 3 to 15 people (Accenture, client, and contractors) in various phases of the software development lifecycle including requirements analysis and business process modeling, software development, quality assurance, and deployment/conversion.
- Developed, executed, and met project plans that included: work breakdown structure identification, level-of-effort estimation, resource assignment, tracking, and status reporting for projects in the requirements gathering, quality assurance, and conversion phases.
- Owned a \$2M client relationship with Pacific Bell that included expectation setting and measurement, contract negotiation, project staffing, and client invoicing & settlement.
- Developed and conducted customized multi-million dollar CRM/ERP proposals to existing and prospective clients in the telecommunications and high-tech sectors in the US and abroad.

*Product Development & Process Modeling*

- Developed functional and market requirements for telephony products and services by conducting requirements workshops, data modeling, writing functional specifications, and developing business process flows that enabled Pacific Bell (\$15B) to enter the broadband market.
- Reengineered testing processes at Pacific Bell that improved both on-time software deployment and reduced production defects.

*Software Development & Quality Assurance*

- Developed mainframe and PC-based software tools to automate testing processes that helped Ameritech (\$60B) enter the long-distance market within an aggressive time period.
- Led the functional testing team for the implementation of a next generation billing & provisioning system for the internet division of BellSouth (\$50B) to better serve their ISP customers.
- Managed teams and conducted test planning and execution of functional, integration, performance, and user acceptance tests of mainframe and UNIX-based enterprise applications.

*Mentoring & Recruiting*

- Mentored personnel in providing career guidance, performance feedback, and issue resolution.
- Assessed and conducted performance reviews for staff on all projects.
- Led the technical recruiting program at UC Berkeley that included setting program goals, setting and executing marketing strategy within budget, speaking at campus events, and interviewing candidates.

## Awards & Recognition

- Accenture – UCB Recruiting Team Leadership Award, 1998; early promotion to Manager, 1997; Career Development Model Counsel, 1996; Rewards & Recognition Committee, 1995
- Pacific Bell – Outstanding Contribution (LNP Project), 1998; QA/QC Quality Leadership Award, 1994

## Education

**1988 – University of California, Berkeley Berkeley, CA**  
**1992 Bachelor of Science in Electrical Engineering and Computer Science**

- Internship/Co-Op Project Engineer, DuPont, Antioch, CA, January 1992 – August 1992

## Industry Training

- Nextdoor Networks training: Management Fundamentals
- Accenture training: Business Analysis and Design, Process Modeling, Spirit of Facilitation, Project Planning & Estimating, Program Mgmt. Fundamentals, Function Point Counting, Diversity Mgmt.

## Technical

- *Languages* – C, HTML, JCL, Shell Scripting (UNIX and mainframe), SQL, Visual Basic
- *Databases* – DB2, MS Access, Oracle
- *Software* – Apache HTTP Server, Microsoft Office Suite (Excel, FrontPage, PowerPoint, Project, Word), PhotoShop, Project Management Workbench, SAS, Visio
- *Operating Systems* – Macintosh, TSO/MVS, UNIX, Windows 98/NT/2000

## Personal

- Volunteer with the SF Central YMCA Computer Center (seniors & youths)
- Interests include: travel, rock climbing, photography, home theater & consumer electronics