

Geoff Crane

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Professional Profile

People-focused, results-driven executive specializing in highly complex enterprise implementations. Especially skilled turning around troubled programs experiencing morale issues. Broad background in the financial sector, covering networking and infrastructure, e-commerce, application management, and onshore / offshore project and program management. Experienced on both sides of outsourcing, as the buyer and seller of outsourcing contracts. Frequently asked for by name to help struggling teams.

Areas of Expertise

project / program / portfolio management · video production · relationship management ·
building highly effective teams · high energy communications · vendor management · IT governance ·
business process engineering · SDLC · SaaS implementations · data visualization · blogs / social media

Professional Experience

Papercut Project Monitoring Principal

2009 – Present

Developed detailed plans for a \$200,000 and \$400,000 video documentary for the Perimeter Institute for Theoretical Physics (*The Mystery of Dark Matter* and *The Challenge of Quantum Reality*). These videos were shown at CERN in Switzerland and received high praise, leading to a joint venture between CERN and Perimeter.

IBM Canada Senior Project Manager

2006 – 2009

Managed the transition to steady state for a \$8MM global resourcing project with Manulife Financial in Waterloo. A customer base hostile to the notion of outsourcing challenged this project.

- Developed service level metrics
- Established service level baselines
- Developed measurement tracking tools and processes
- Managed a team of 33 programmers, an offshore project manager and 2 PCO staff
- Developed customer satisfaction criteria
- Led weekly executive status reviews
- Worked with application sponsors daily to identify and resolve issues

Managed all aspects of a massively complex software release intended to bring antiquated cheque capture technology up-to-date for Inria Items in Mississauga. This project was part of a \$300MM multivendor program comprised of multiple streams and components.

- Managed a team of 40 programmers, business analysts and testers
- Coordinated cheque capture requirements across a program of 500 people
- Coordinated integration with over 100 interfaces to different banks
- Developed detailed plans for the entire release with multiple intersection points with other project plans
- Developed detailed plans for 7 subsequent software releases spanning a further 3 years
- Managed full project execution through to integration testing; supported subsequent test efforts
- Led daily replanning sessions due to the enormous complexity of the project

Consulted in various bid and proposal activities for prospective clients.

Return and relocation to Canada

2005

DBS Bank Singapore

2003 – 2004

Vice President, Regional Trading Technology

Managed all trading applications for the 4th largest bank in Asia, including a Murex Centre of Excellence covering six asset classes, straight through processing, value at risk and accounting for eight countries. At the time, this was the most complex Murex implementation in the world. The program was ailing when I joined the bank.

- Oversaw a \$400MM portfolio of projects, of which 60 – 90 were ongoing at any one time
- Managed a team of 60, with 5 direct reports (3 at the VP level)
- Wrote specifications for and oversaw development of a tracking system that would monitor the health of all active projects, retain troubleshooting information for support, monitor the status of 12 test environments and even keep track of SMS messages sent from the IBM Help Desk
- Initiated and oversaw reengineering of multiple business unit's processes such that my division could reliably meet their development service level agreements
- Brought the division from CMMI Wave 0 to CMMI Wave 3 in one year, and built a PMO to manage deliverables
- Spearheaded an overhaul to solution architecture, and a 3-year upgrade path to address extant technical problems and incorporate emerging technologies such as grid computing
- Initiated the creation of personalized development roadmaps for all division resources, combining internal plans, customer business plans and feedback during performance reviews to identify individual paths to excellence
- Eliminated all accruals from financial reports; cleaned up poor record-keeping and reporting practices

Freelance Consultant Singapore

2002

Developed detailed plans to build an online trading portal for Citibank's CEEMEA region, similar to the one developed previously in ASPAC. This project did not go forward.

Citigroup Singapore CTO, E-Commerce

2000 – 2001

Managed development of Citigroup Asia's online trading portal, offering bonds, money markets and foreign exchange trading with real time data from 12 stock exchanges around the world.

- Developed capital and operational budgets, and championed funding for the project in New York
- Developed detailed plans and managed them through to product launch.
- Managed infrastructure, programming, GUI, security and market data teams to create 15 separate multi-product websites, and an administration portal, translated into 6 different languages

Citibank Singapore Vice President, Operations and Technology

1997 – 2000

- Co-managed construction of a 120-position trading floor, the largest in Asia of its time
- Oversaw trading floor technology support for 13 countries across the ASPAC region
- Managed all local applications and provided local support for global applications
- Managed network infrastructure, market data systems, video feeds and structured cabling for all new or renovated trading floors in the region
- Developed disaster recovery and continuity of business plans for all sites
- Saved \$4 million annually by consolidating regional market data contracts, reducing overall spend by 29%
- Oversaw treasury EMU and Y2K initiatives

Citibank Canada Manager, Operations and Technology

1996

- Supported the Toronto trading floor with their day-to-day needs
- Recommended for international transfer