

Mr. Razvan Radulian

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BUSINESS/PROCESS MANAGEMENT & TRANSFORMATION

Strategy | Analysis, Design, and Implementation | Innovation+Improvement | Coaching/Training

Professional Summary:

Expertise:

- 20+ years of Business and IT experience, from corporate strategy to tactical and project/technical implementation
- Master of Business Administration (MBA) & Health Sector Management (HSM), Master of Science
- Certified Expert in Business Process Management (OCEB/B200), Project Management Professional (PMP), Certified Business Analyst, Certified Lean Management professional, Six Sigma Green belt (GSK exam)

Experience:

- Various industries/companies: clinical operations & research (CRO), pharmaceutical, consulting/training, non-profit
- Multiple business areas/functions:
 - business analysis (BA) & process improvement and management (BPM)
 - solutions design and implementation (SDLC)
 - standards & best practices
 - project management (PM) and change management
 - coaching and training
- Wide spectrum of methodologies, from highly formal (e.g. Waterfall) to adaptive/agile (e.g. Scrum)

Process Management Skills:

- Business Process Analysis: Business Process Management (BPM), Business Process Model and Notation (BPMN), Lean Management and/or Six Sigma.
- Object Oriented Analysis & Design (OOAD), using Unified Modeling Language (UML) (e.g. Activity Diagrams and Use Cases)
- Enterprise Architecture (EA), using Sparx Systems' Enterprise Architect

Principles & Values:

- Visionary, exploring challenges and opportunities, predictive thinking
- Champion of innovation and improvement, creative and high quality solutions
- Passion to learn, to explore new possibilities, and to facilitate growth (individual and organization)
- High integrity, accountability, responsibility
- Tasks/results-driven, yet focused also on people and sharing knowledge
- Balancing and prioritizing multiple priorities and perspectives: effectiveness, efficiency, and agility/adaptability; short & long term; needs & wants; benefits & costs; possibilities/opportunities & risks; etc.

Professional History:

Consultant/owner

Why-What-How Consulting, LLC, Raleigh, NC, May 2011 - present

Areas of focus:

- Business Analysis
- Business Process Management (BPM): process discovery, analysis, modeling (BPMN), design, simulations, optimization, integration (BPMS) and/or implementation (requirements)
- Enterprise Architecture

Senior Business Transformation Consultant/Manager

Health Decisions, Durham, NC, Oct. 2008 – March 2011

Areas of focus:

- Business Analysis (BA) & Project Management (PM)
- Agile Principles & Methodologies
- Business Process Management (BPM) & Business Intelligence (BI)
- Usability and User Experience (UX)
- Innovation: Strategy and Implementation
- Corporate Training
- Team and Services Development & Management

Accomplishments:

- Established and managed K2 project:
 - Rescued key CDMS project and turned it into very successful project, with outstanding and predictable results, in less than 6 months
 - Managed delivery of HD360 application portfolio that has received high praise, recognition, and awards in the industry. HD360 raised requirements bar so much that it was a major contributor in triggering an initiative to rethink and re-align the company's strategy
 - Re-defined development process, roles & responsibilities, using effective/efficient BA (use cases, process analysis, prototyping, documentation, etc.) & Agile principles (iterative/incremental, iterations/release cycles, backlogs, scrums, retrospectives, etc.)
 - Once fully established and well managed, the project was transferred to another manager in the IT department
- Defined/developed Innovation initiative. On completion, transferred to Organizational Development/HR
- Provided data & BI support to CDMS/EDC project
- Established & managed Business Transformation group, providing 4 core services:
 - **Training:** develop & deliver instructor-led courses (in-class, self-paced eLearning, and/or facilitates through web-conference), Quick Reference Guides (QRGs)
 - **Business Processes/Practices (BPs):** coach/assist business units to define business processes/practices; analyze and optimize, document and deploy (on-line) business processes/practices
 - **Business Intelligence:** define BI requirements, define/develop reports and dashboards
 - **Training & Development SharePoint portal:** develop/maintain Training and Development portal (e.g. Online Courses and Curriculums, Quick Reference Guides, SOPs, and Business Processes/Practices), etc.
- Researched, evaluated, and managed implementation of new Learning Management System (LMS) for corporate and client training

Systems Development & Integration Mgr/Process Analyst

GlaxoSmithKline/Solutions Enablement, Research Triangle Park, NC, 2006 – Feb. 2008

Areas of focus:

- Project Management (PM)
- Business Analysis (BA)
- Solution Development Life-cycle (SDLC)

Accomplishments:

- Developed and maintained new BA & SDLC strategies, processes, standards, and tools
- Facilitated, analyzed, documented, and shared lessons learned and best practices
- Service support; developed and conducted training
- Community events to share knowledge, promote best practices, and recognize best practitioners
- Contributed to initiatives to make improvements at the national level

Systems Development and Integration Manager

GlaxoSmithKline/Customer Response Center, Research Triangle Park, NC, 2002 – 2006

Accomplishments:

- Managed the Business Analysis, Design/Architecture, System Development and Integration projects and activities
- Defined/developed/integrated & managed several in-house systems: BEACON & BDAT (CRM), CTAMS (Case Management system), etc.
- Re-defined and implemented new business model, standards, and best practices for IT departments
- Developed and managed Change Management system/processes
- Served as liaison and active participant in global process improvement initiatives

Senior Systems Analyst/Consultant

GlaxoSmithKline/Customer Response Center, Research Triangle Park, NC, 1997 – 2002

Accomplishments:

- Performed the Business Analysis, Design and Architecture, System Development and Integration for several internal applications (BEACON, BDAT, TOTL)
- Managed IT projects and communication with stakeholders
- Developed and maintained several in-house systems:

Previous experience:

- **Sr. Systems Analyst/Consultant**, Burroughs Wellcome, Zebulon, NC
- **IT Consultant**, National Technology Group/Vanstar, Durham, NC
- **Lab Supervisor**, Laboratory Corporation of America, Research Triangle Park, NC

Pro-bono contributions:

VP of Marketing/Communications, VP of Education

International Institute of Business Analysis (IIBA) RTP Chapter, RTP, 2006-2008

- Founding member, Board of Directors (2006)
- Developed and implemented Education and Marketing/Communication strategies and programs (e.g. study group, online learning environment, chapter meetings, website, etc.)

Education, Training & Certifications:

- **MBA**, Fuqua School of Business (Duke University), 2006
- Executive program: focus on Leadership, Strategy, Organizational Design, Marketing, Product Management, Statistics, etc.
- **Health Sector Management (HSM)**, Fuqua School of Business (Duke University), 2006
- **Master of Science**, University of Bucharest, Romania, 1986

Professional Certifications:

- Certified Expert in Business Process Management (OCEB), Object Management Group (OMG): completed Business levels 1 (Dec. 2011) & 2 (March 2012), completion of final level planned for May 2012
- Certified Business Analyst (BA Certified), B2T Training, 2007
- Project Management Professional (PMP), Project Management Institute (PMI), 2007

Public Presentations:

- [Future of Business Analysis: The role of Creativity and Innovation](#), ProjectWorld and World Congress of Business Analysts, 2008
- [Collaboration between Business Analysts and project Managers](#), RTP IIBA Chapter, 2008
- [Requirement Types](#), RTP IIBA Chapter, 2008