

# DAVID MARTIN UNGARO

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**Over 20 years of experience in information technology consulting and leadership, including current analytics advisor / consulting engagement management role at The SAS Institute. Previous experience includes Director level leadership positions with CSC managing large-scale customer outsourcing engagements and turnarounds. Portfolio of contributions includes management of a \$25M per year outsourcing contract, \$100M services transition, and capture of a \$1.1B contract. MBA from Pfeiffer University; PMP Certification; ITIL Certification.**

- Proven record of identifying and executing on initiatives relevant to top-priority business and IT objectives.
- Background in leading U.S./global teams of 500+ and solidifying relationships in highly matrixed organizations.
- Expertise in turning around under-performing operations and IT service practices to achieve delivery excellence.
- Maintain high level of focus on customer satisfaction and delivering exceptional business value.

CORE COMPETENCIES: Strategic Technology Direction ■ Cross-Functional Team Building & Leadership ■ Program & Project Management ■ SLA Adherence ■ Delivery Excellence ■ Infrastructure Management ■ Business, Technical & Process Solution Design ■ Budgeting & Cost Control ■ Enterprise-Wide Application Integration ■ Problem & Change Management ■ Client Service Delivery ■ C-Level Partnerships/Consultations ■ Continuous Improvement Initiatives

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## PROFESSIONAL EXPERIENCE

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The SAS Institute – Cary, NC – 2013-Present

### **Principal Consulting Engagement Manager, Global Hosting and US Professional Services**

Hired to lead solution design and implementation of complex analytical solutions for key Manufacturing customers, responsible for direct management of all aspects of customer project success. Interface with key customer stakeholders including executive leadership. Accountable for all aspects of project success including financial management, team development and customer satisfaction. Engage in software and consulting sales process to provide consulting leadership throughout the sales process.

KEY CONTRIBUTIONS & ACHIEVEMENTS:

- **Manage multiple consulting projects for SAS customers**, delivering the business value of SAS solutions and its consultants. Maintain and improve profitability for all projects in a multi-million dollar annual project portfolio.
- **Act as trusted advisor**, to customers, delivery partners, and with internal sales and delivery teams.
- **Responsible for new consulting project sales**, adding over \$5M per year in new projects by partnering with software sales team to deliver integrated software and consulting solutions to customers.
- **Lead key analytics engagements**, including Sales and Operations Planning, Predictive Modeling Forecasting, Optimization, Business Intelligence, Data Integration, and Visualization.

CSC – Various Locations – 2006-2013

### **Director - Account Executive/Program Manager, Manufacturing / Financial Services Customer, 2012-2013**

Promoted to pinpoint and capitalize on continuous improvement opportunities within a \$25 million annual IT infrastructure outsourcing contract. Directed onshore leadership team of 10 and ~75 employees in the U.S. and India on project identification/execution activities. Interacted with the CIO and CTO on continuous improvement initiatives, working jointly on opportunities to improve customers' bottom line while reducing IT spend. Tasked with changing customer perception from negative to positive within 3 months, presenting new contract solution to the CIO Council.

KEY CONTRIBUTIONS & ACHIEVEMENTS:

- **Turned around key members of the client's IT leadership team**, demonstrating the business value of CSC, the account team, and its core processes.
- **Reduced customer's invoice for mainframe services 25%** through a proactive analysis and reduction of unused mainframe job services.
- **Established Project Management Office**, added dedicated PMO Lead to the account team (for governance oversight on account), and implemented new governance model to align account with corporate processes.
- **Instituted culture of continuous improvement** within the account leadership team that continued following personal departure from CSC.

**Director - Deputy Global Account Executive, Manufacturing Customer, 2011-2012**

Promoted to lead the transition of services for \$100 million per year client (500+ global employees) from alternate IT consulting provider to CSC, including transfer and management of 53,000 desktops, 4,000+ servers, and 4 data centers from 37 countries into CSC data centers, with full P&L accountability. Managed transition scope, schedule, and budget. Built relationships with key customer leads, including CIO and direct reports, and served as the primary liaison between CSC and the client. Capitalized on account expansion opportunities and implemented standard governance model.

**KEY CONTRIBUTIONS & ACHIEVEMENTS:**

- **Achieved successful transition of \$100 million in annual services**, implementing and managing all change control and customer management issues. Addressed and mitigated critical technical and schedule issues to meet transition goals.
- **Pinpointed and mitigated over 25 performance-related system issues**, established set of 10 key metrics for a key set of business applications, and returned all metrics to pre-migration or better performance.
- **Identified \$3.7 million-plus in missed revenue in previous billings** following a comprehensive review of all issues involving account P&L. Created strategies that improved billing accuracy from under 80% to over 95%.
- **Generated additional revenue of \$1 million** by assembling team of technical experts, Chief Technical Architect, and others to design, price, and present CSC offerings to the customer, resulting in 5 new services.

**Director - Service Executive, Aerospace and Defense Customer, 2010-2011**

Promoted to lead transition implementation and management of new service model as part of a new 10-year, \$25 million annual services account for client. Provided leadership for matrixed organization servicing over 18,000 users nationwide. Established core CSC processes and supported deployment of Remedy as central component of Service Management. Managed vendors and ensured contract adherence, with full responsibility for the performance of 229 SLAs. Functioned as the primary point of contact with all 7 business units.

**KEY CONTRIBUTIONS & ACHIEVEMENTS:**

- **Improved SLA performance by over 50% in 12 months**, with a subsequent increase in customer satisfaction rating from 82.6% to a high of 94.2%. Collaborated with other senior executives, BU project managers, and customer on a multi-pronged analysis-process-test-reporting strategy.
- **Decreased backlog of PC refresh from over 6 months to 5 weeks**, serving as a major factor in the abovementioned 82.6%-to-94.2% customer satisfaction increase. Assembled team to analyze refresh process, assigned 2 project managers to run program, redesigned entire process, and created key metrics for program management.
- **Reduced service request (SR) backlog by 75% in 5 weeks** and penalties by 76% in 12 months, with process improvements used on all 7 BUs to reduce SR volumes in a similar manner. Developed new process for triaging, assigned dedicated technicians to service requests, created key metrics, and used analysis/methodologies for fix.

**Director - Americas New Business Development/Solution Executive, 2006-2010**

Brought on board to provide strategic/tactical leadership on securing 2 large-scale deals (\$300 million and above) as well as several smaller contracts. Gathered and evaluated customer service requirements, identified transformation requirements, and held full responsibility for the entire technical solution, including architecture, documentation, and costs. Served as technical consultant during contract negotiations, participated in customer-facing conferences and sessions, led due diligence at customer locations, and oversaw key phases of partner development.

**KEY CONTRIBUTIONS & ACHIEVEMENTS:**

- **Played critical role in the signing of \$1.75 billion-plus in new contract revenues**. Assembled team of solution architects to build solution that met client requirements and CSC capabilities. Worked with team to model all costs, designed solution amenable to both transition and account teams, and delivered customer presentation at Orals.
- **Developed emerging CSC market in Latin America**, utilizing partner as sell-through channel to build partner-trained, qualified pipeline of over \$5 million in potential customers. Assembled technical team, identified 4 product/services that could be sold through partner channel, and spearheaded development of all sales/marketing materials.

NORTEL NETWORKS – Research Triangle Park, NC – 1996-2006

**Program Manager / Systems Engineer-Project Manager, 2002-2006**

**Senior Analyst, Enterprise Storage Management, 2000-2002**

**Senior Analyst, Backup and Recovery Services/UNIX Support, 1998-2000**

**Systems Analyst, 1996-1997**

Built distinguished record of achievement and advancement through increasingly responsible positions with an industry leader in networking technologies. As Program Manager, directed the following: 2006 PC Refresh Program involving global refresh of over 19,000 desktops; Information Services Real Estate involving entire Real Estate application portfolio of 38 desktops and server-based applications as well as the entire RE footprint of the company; Distributed Computer Services leading virtual project teams comprised of Nortel IS and service vendor technical resources.

KEY CONTRIBUTIONS & ACHIEVEMENTS:

- **Proposed and managed year-long, \$49 million contract** (\$28M capital/\$21M services budget), leading to successful refresh of 19,000 devices in 12 months that enabled new technology to support business fully after 5 years.
- **Partnered with Real Estate on consolidation of real estate footprint** that led to \$3 million savings for Nortel due to improved processes and elimination of 4,000 unused servers.
- **Implemented the first Storage Area Network at Nortel**, leading \$15 million project.

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## EDUCATION & CREDENTIALS

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**Master of Business Administration:** PFEIFFER UNIVERSITY – Misenheimer, NC – 2005

**Bachelor of Science in Computer Science:** RENSSELAER POLYTECHNIC INSTITUTE – Troy, NY – 1995

**Certifications:** Project Management Professional (PMP); ITIL Foundations Certification, 2011

**Training:** Executive Leadership Certificate, Cornell University, 2013; Management Development Program, CSC, 2009

**Service:** Member Board of Directors, Second Chance Pet Adoptions, 2014 – 2016