

Rolando Hernandez
Business Architect and Project Manager
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Summary

- Project Manager, Business Architect, Data/Rules/Process Architect – BIZRULES. 1995–Present (BizRules.com).
- 10+ years in Retail / e-Commerce industry.
- 9+ years experience as Project Manager, IT Manager.
- 8+ years experience as Business Architect guiding Retail/e-Commerce firms to adopt Business Process Management (BPM), Business Rules Management (BRM), and Decision Management (BDM).
- Hands-on experience with business process design, modeling, reengineering, simplification, and automation.
- Helped design the global strategy for Rules, Process, and Decision Management at Mobil Oil, IRS, and GE.
- Helps companies minimize risk and ensure success of IT systems, projects, and strategies.
- Translator between two different tribes: Business and IT.

Retail Industry / e-Commerce Experience (See details on next page)

- Office Depot HQ – CRM Loyalty System Modernization Project for OfficeDepot.com. (2013-2014)
- FootLocker.com (Eastbay HQ) – Business Rules Management Strategy for Website, Catalog, & Retail stores. (2008)
- CarFax.com HQ – Data Governance and Business Rules Strategy for online Website. (2004)
- AMCV.com (American Classic Voyages HQ) – Revenue Management & pricing rules for e-commerce site. (2000-01)
- RCCL.com (Royal Caribbean Cruise Lines HQ) – Business Analyst and QA Test Analyst for RCCL.com. (1998-2000)
- My Gym Children's Fitness Center – Co-Owner, V.P, Franchisee. Retail store open 7 days/wk. for 10 years. (1998-2007)

Project Management Experience (See details on page 3)

- Systems Development Manager – SUNGARD/FDP, a \$30 million CRM / Financial Software Developer. (1997-1998)
- Project Manager – Burger King HQ. (1994-1996)
- Senior Project Manager – Pepsi-Cola Brazil HQ. (1994)
- Project Manager – Mobil Oil HQ. (1988-1994)
- Total Quality Management, Six Sigma, and Lean. (Mobil Oil and General Electric)
- Project Management (PMO, SDLC, Waterfall, Agile) and Change Management to achieve business mission & goals.
- Listening, solving, refining, influencing, and building consensus with business, engineering, ops, and IT leaders.
- Collaborate with LOB partners and Subject Matter Experts (SME) to define problems, proposals, systems, and solutions.
- Project planning and control: cost/benefit analysis, scoping, financials, budgets, risks, scheduling, resource allocation.
- Facilitating and leading knowledge discovery, problem analysis, solution design, and planning meetings with LOB/IT.

Data Governance, Data Quality, Taxonomy, and Semantic Modeling Experience

- Data Coach – Experience creating data taxonomy, terms, definitions, relationships, concept/fact/semantic models, logical, physical, and meta-data models. Designing rules for governance, obtaining data, assembling data, retrieving data, data processing, reporting, data validation, data quality, cross-field relationships, ETL, data formatting/mapping.
- Database Architect / Rulebase Architect – Responsible for data analytics, data governance, data quality, validation, transformation, data cleansing, standardization, big data, business intelligence, and data-based decision-making.
- Master Data Management and Business Intelligence in the retail restaurant industry (Burger King). Helped design and implement systems for MDM, BI, Sales Force Automation, and an Executive Information System for Regional VPs and Field Sales Managers. System tracks Sales & A/R for 6,000 Burger King restaurants nationwide. Coordinated and monitored daily programming work by an internationally located development team with programmers in Colombia and Mexico. Reported to Director of MIS. See http://bizrules.com/clients_BurgerKing.htm.

Business Architect Experience

- GE Business Architect – Designed GE TAX Rules architecture and BPM methodology for Finance/Tax Compliance, and ITO/OTR process. Helped GE “Write the Rules” of Tax Compliance, Tax Minimization, and Statutory Compliance.
- IBM Business Rules SME – IBM's Rules SME on the \$15B IRS PRIME Business Systems Modernization Program.

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- IBM Business Policy Analyst – IBM's lead rules analyst on the Operational Decision Management team building a state-of-the-art rules-based CRM Loyalty Management System for Office Depot's retail / ecommerce stores.
- Finance, Tax, Governance, Risk, Compliance (GRC) – Daylight Forensics, General Electric, Goldman Sachs.
- Government Regulations & Compliance: U.S. IRS, Canada Social Security System, South Carolina Dept. of Revenue.
- Decision Modeler / Rules Architect at Sapiens Americas, a financial software vendor. Decision Modeling for FINRA, KYC, and AML compliance at Goldman Sachs. Decision modeling and Data Quality Modeling at Wells Fargo.

Business Architecture / Enterprise Architecture Experience

- Enterprise Architecture Frameworks (Zachman, ZEAF, TEAF, FEA, TOGAF).
- Business Architecture, Business Modeling, Business Requirements, and Solution Design.
- Business Process Management (BPM, BPMS, BPMN).
- Business Rules Management (BizRules, BRM, BRMS).
- Decision Management (BDMS, TDM, DMN).
- Master Data Management, Data, Data Quality, Process, Events, Workflow, Case, Rules, Decision Modeling.
- Architecture Modeling: Data, Terms, Glossaries, Vocabularies, BOM, Information, Screens, Navigation, NavBars, Click Streams, SEO, Processes, and Work Flows; Events, Cases, Entities, Objects, Hierarchies, Rules, Decisions.
- Create Business Architecture: Models, strategy, business, information, process, rules, applications, and solutions.
- Create Technical System Architecture: Models, blueprints, business requirements, technical specifications, use case.
- Document and simplify process, data, rules, decisions, functions, business unit organization, legal entity hierarchies.
- Manage analysis, business rules/requirements, technical specs, rules/decision modeling, and agile/scrum projects.
- Governance: Data, Process, Policy, Compliance, and Rules.
- Enablement and adoption of new technologies: Methodologies, processes, tools, standards, and best practices.
- Align IT solutions to business strategy: Create enterprise architecture models, frameworks, and blueprints of Current State AS-IS and Future State TO-BE models: Business concepts, business capabilities (what); Business processes, function, operations (how); Strategy, policy, goals, rules, internal transacting/monitoring/reporting rules, external filing/compliance rules (why); Locations, legal entities, hierarchies/structures (where); Schedules, projects, durations, deadlines (when); People, roles, work, workflow, workforce (who); Databases, rulebases, and knowledgebases.

Education, Citizenship, and Languages

- M.S. – Master of Science, Computer Information Systems with a Concentration in Artificial Intelligence, 1988.
- B.S. – Systems Analysis, 1986. Both degrees from the University of Miami School of Business.
- US Citizen. Bilingual–Fluent in English & Spanish. Can travel – Int'l. exp: England, France, Japan, Brazil, Canada.

Retail / e-Commerce Experience (More details)

- **FootLocker.com, CarFax.com, and other e-Commerce websites** – Designed business rules/process mgmt. strategy, standards, methodology, and training. Modeled data/rules architecture for Vendor Compliance Rules, packaging, labeling, shipping, receiving, returns/refunds, chargebacks, loyalty, personalization, & retail/catalog/web. (BIZRULES consultant)
- **Office Depot HQ** – CRM & Personalization Loyalty Management System for a \$15 billion online/retail store chain during M&A. As IBM's Business Policy Analyst on the IBM ODM team implementing Operational Decision Management (ILOG), I represented IBM on-site and worked closely with the client's SMEs to document data governance rules and decisions for a new rules-based Loyalty Management System. This included discussing best practices on documenting business rules, knowledge transfer, creating templates, deep dive discussions about complex rules and decision logic, designing the promotion rules, terms glossary (BOM). Created models: conceptual, data, process, loyalty lifecycle timing/event, rules, and decisions. Followed IBM ISIS Methodology, and used BIZRULES methodology/templates. (BIZRULES)
- **RCCL.com (Royal Caribbean Cruise Lines HQ)** – Business Analyst and QA/Testing for RCCL.com e-commerce Website/Internet Reservation System. Helped QA test the websites RCCL.com and CelebrityCruises.com, which were selected as Best of the Web Travel Sites by Forbes on 5/21/01. Wrote test plans, scripts, and conducted testing. Became the IT expert on the CMS Content Management System. Documented RCCL Reservation System rules, requirements, gap analysis, and business Analysis. Developed business requirements and technical specs for RCCL e-Commerce Sales Dept. Translated business requirements into technical requirements. (BIZRULES)

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- **AMCV.com (American Classic Voyages HQ)** – Revenue Management / Pricing Rules Analyst for e-commerce site. Conducted Gap analysis, developed functional requirements, and documented the business rules for three brands. Seaware CRS Revenue Management & Yield Mgmt. Pricing business practices in the Cruise industry. Set up data taxonomy, product, price, promotions, discount rules. Redesigned conflicting/inconsistent rules from three brands/BUs into enterprise-wide Rulebase. See http://bizrules.com/clients_cruiseline.htm. (BIZRULES consultant)

Project Management Experience (More details)

- **Systems Development Manager – SUNGARD/Financial Data Planning** – Led the 10-member SW App Dev Team at FDP, a \$30M software developer for CRM and Financial Planning apps based in Coral Gables, FL. As AppDev Department Manager, I was in charge of implementing FDP's strategy for Master Data Management, ensuring data quality, integrity, standardization, and consistency across five databases and five software products. Hired and led the 10-person team of data analysts and developers. Managed, coordinated, and directed the design, planning, and project to consolidate five databases into one enterprise-wide database. Led the database team designing the conceptual data models, logical data models, physical database models, metadata, and schema. Led the development team to create reusable code and rules in order to integrate five core apps into one suite. (Employee)
- **Project Manager – Burger King HQ.** Led development of BK's Balanced Scorecard /Sales Force Automation System, The RoadRunner EIS, which helped six Regional VPs and 400 field Managers track Sales and A/R for 6,000 Burger King restaurants nationwide. Monitored concurrent development of five systems by an offshore. Responsible for planning, proposal writing, contract negotiations, client acceptance testing, training, implementation. Reported to Director of MIS. See http://bizrules.com/clients_BurgerKing.htm. (BIZRULES)
- **Senior Project Manager – Pepsi-Cola Brazil HQ.** Reporting directly to the CIO of Pepsi's largest bottler outside the USA, managed implementation of Pepsi System 2000 CRM and SCM System in Brazil and Puerto Rico. PS2000 was a \$300 million system built by Pepsi-Cola for their Latin American bottlers' Supply Chain Management system. Ensured external regulatory compliance and compliance with internal policies and procedures for Master Data, including customer, product, vendor, supplier, material, employee, plant, and legal entity management. (Employee)
- **Project Manager – Mobil Oil HQ.** Led SW team that designed, built & delivered Mobil's Knowledge Management Strategy & Expert System Strategy. Created Mobil's Global Lubricant Knowledgebase (LKB), an integrated suite of apps for EH&S, Product Recommenders, Cross-Sell/Up-Sell Advisors, and field force automation used by Sales Force to seize market share: <http://bizrules.com/resumes/rolo-mobiloil-ad.htm?referrer=pmrez>. (Employee 1988-1994)

Technology Skills and Platforms

- **Database:** Multi-dimensional and relational data modeling. Design OLAP cubes. Rational. Erwin modeler.
- **Data Modeling:** Conceptual, Logical, and Physical Modeling. CA Erwin, MySQL, SQL, DDL, DML.
- **Business Intelligence:** SAP BI / EIS: SAP NetWeaver PilotWorks Analytics Performance Management / SAP Balanced Scorecard / Pilot Lightship-Timeserver OLAP / EIS; Comshare EIS. Oracle BI / BRMS / BRE.
- **EA Modeling & Capability Mgmt:** IBM System Architect (Telelogic/Popkin), NoMagic, CaseWise, Mega, Troux.
- **Process Management:** BPM: Pega BPM, PegaRULES Process Commander (PRPC), and IBM BlueWorks Live.
- **Process Modeling:** Business Process Modeling Notation (BPMN), UML, Visual Modeler, Visio, Oracle Designer.
- **Requirements Management:** Rational Rose, Rational Unified Process (RUP), IBM ReqPro, RequisiteWeb, DOORS.
- **Document Management:** EMC Documentum, SharePoint.
- **ERP:** ORACLE GL AP AR PO. QuickBooks. SAP ERP. UNSPSC. **EH&S:** SAP ECC, EHS, EHSM, EH&S.
- **E-Commerce & CRM:** Salesforce.com, Siebel CRM / Haley Rules, Act, Constant Contact. Google Analytics, Adwords. Pega Chordiant Decision Management, ATG Business Control Center / ATG Dynamo.
- **Decision Management:** Decision Modeling, decision architecture, data quality modeling using Sapiens DECISION Analytics and Decision Management System. Decision Modeling Notation (DMN) and The Decision Model (TDM).
- **Rules Management:** Designing rulebases and rule engine solutions for these Business Rules Management Systems: IBM Operational Decision Management (ILOG ODM JRULES); PegaRULES Process Commander (PRPC); FICO Blaze Advisor BRMS; Oracle Policy Automation (OPA/Haley Rules/SoftLaw); Red Hat JBoss BRMS (DROOLS).
- **MS Office:** MS Project, SharePoint, Word, Excel, Visio, PowerPoint, OneNote, and Access.
- **Agile Scrum:** JIRA, Rally issue/project tracking.

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BIZRULES (19 years serving the Fortune 500)

Miami, FL / Dallas TX

Business Architect, Founder & CEO

1995 – Present

- Business Architect for large, complex, mission-critical Process/Rules/Decision Management Systems in Fortune 500.
- **Consultant to CXO, VP, LOB Managers implementing Business Process, Business Rules, and Business Architecture.**
- **Trusted advisor to business executives, IT, and SMEs: Finance, Tax, Marketing, Sales, Legal, Risk, IT, etc.**
- **Help companies modernize legacy applications and design new apps using breakthrough technologies** Business Process Management, Decision Management, Rules Management, Predictive Analytics, and Data Mining.
- **Developed the BIZRULES® VISION™ Business Rules Methodology** for documenting, managing, and automating rules and processes, and for preserving expert knowledge. Used by Mobil Oil, IRS, and General Electric.
- **Three of the Fortune 10 use my BIZRULES methodology for Rules Management and Knowledge Management.**
- Recognized subject matter expert in Process Management, Rules Management, and Decision Management.
- Process Coach guiding large global corporations to simplify processes, manage rules, increase compliance levels (automating rules), gain economies of scale (reusing rules), and reduce time-to-market (rules vs. hard-coding).
- Decision Modeler helps companies make better decisions faster. Rules architect who helps companies manage rules.
- Takes the complexity out, and simplifies IT concepts, so executives understand the value of process, data, rules, and decisions as corporate assets that can be automated to cut costs, improve quality, and make more money.
- Skilled at translating business requirements into detailed models easily understood both business and IT.

Consulting Experience – Sample BIZRULES consulting projects, 1995–Present

- GE Business Architect – 10 years experience as GE Tax/Finance Business Architect. Designed GE Process Management, BPM Methodology, Decision architecture, and Rulebase architecture for GE's Tax Knowledge Supply Chain. Helped GE Energy "Write the Rules" of Tax Compliance, and Tax Minimization. (2002-2012)
- How do you build Finance/Tax Apps to help GE Energy (1) act with integrity regarding tax obligations, (2) ensure compliance with global tax rules, (3) pay all legally obliged taxes, and (4) meet their responsibility and obligation to shareholders to legally minimize costs? You start with 19 rules in the G.E. tax dept. mission statement, the best tax experts in the world, and a Knowledge Transfer Function to capture 1,000's of rules from the minds of the tax experts. Then you digitize the rules in BRE Tax Expert Apps and Smart BPM Apps.
- The result? Read about it in the New York Times: "G.E.'s Strategies Let It Avoid Taxes Altogether."
<http://www.nytimes.com/2011/03/25/business/economy/25tax.html>.
- IBM's Business Rules Subject Matter Expert on the IRS PRIME Business Systems Modernization Program. Worked with IBM to develop the winning RFP for the CADE BRE solution in this 15-year \$10 billion system modernization program. Helped design the rules architecture, methodology, and strategy for harvesting and programming the 250,000 business rules that process all US IRS Individual Taxpayer tax returns (IRS 1040 Forms). Helped transform the tax agency from a paper-pushing system to an interactive online program for taxpayers, and deliver tax refunds in as little as two days instead of five weeks. www.bizrules.com/clients_USIRS.htm. (2001-2002)

Big Data / Analytics / Business Intelligence Experience

- Data mining to automatically discover business rules and decision trees from big data (e.g. e-commerce orders, POS transactions, batch transactions, data warehouse, data marts).
- Designing predictive models using the rules discovered during data mining. Building predictive models that predict what will happen (e.g. buys, cancels the order, returns the product, equipment breaks, get audited, fraud).
- Creating decision models (using the predict rules in the predictive models) that decide what to do (e.g. approve or deny loan, select for audit, detect fraud), or whether to influence what happens (e.g. offer grace period, lower the price, offer a discount, do preventive maintenance, reduce audit risk, prevent fraud).
- Using business intelligence (BI) to analyze what actually happened vs. what was predicted.
- Using big data analytics to discover hidden patterns, relationships, and correlations in the transaction data. Collaborate with subject matter experts to analyze results, and recommend improvements to rules in the models.
- Follow business rules methodology to create rule models and continuous improvement rules that recommend changes to the predict rules and the decision rules. Use artificial intelligence (AI), rule engines, and decision engines to automatically execute the rules (i.e. predict rules, decision rules, continuous improvement rules). Lead rules validation, testing, and signoff.