

Marie-Christine Martin, IE, MBA

Curriculum Vitae

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HIGHLIGHTS

- Managing the first ITACS Beijing National Institute of Accounting (BNAI) master program for MIS/FOX, Temple University. First two Cohort graduated (May of 2019 and May of 2020). Second and third cohort are in progress. Program grew every year (started with 14 students and now at 34 with the 4th cohort).
- Course coordinator for MIS3535 Lead Global Digital Projects.
- Completed Research Paper Presentation and TREO Talk at the Thirty-ninth International Conference on Information Systems, San Francisco 2018.
- Completed and presented TREO talk at the 40th International Conference on Information Systems, Germany 2019.
- Prior to Academic experience: Technology and Services executive with 20+ years of experience working at three of the largest global IT providers; IBM, HP and Oracle. Experience spans North America, Asia and Europe. Senior business leader with a strong track record of success across the entire business cycle including global sales and business operations, strategic planning, engineering, manufacturing, human capital and finance.

EDUCATION

Master of Business Administration, Finance (1993-1998)

HEC, University of Montreal, Quebec, Canada

Degree awarded: May 19, 1998

Bachelor of Industrial Engineering (1987-1991)

Ecole Polytechnique, University of Montreal, Quebec, Canada

Degree awarded: May 27, 1991

ACADEMIC EXPERIENCE

Temple University (August 24, 2015 – present) **Department of Management Information Systems**

Assistant Professor (January 2017-present)
Adjunct Professor (August 2015-December 2016)

NON-ACADEMIC (INDUSTRY) EXPERIENCE

Independent Consultant

Accela (August 21, 2016 – April 14, 2017)

Consulting services for the delivery Organization reporting to the Senior VP of Delivery & CFO. Proposed and implemented business processes and systems in order to increase efficiency and predictability of Accela's Delivery Organization:

- Developed and Instituted Consultant Billing rates.
- Instituted Business Cadence Reviews.
- Developed Business Cadence Templates and supporting reports.
- Created new utilization model and supporting reports.
- Developed Delivery KPIs which was then deployed to measure the business performance and evaluate employee's performance.
- Developed a new compensation structure aligned with KPIs.
- Proposed Project Delivery Excellence scorecard and cadence.

Oracle, Applications Consulting, North America (April 2013– April 2014)

Vice-President Business Management, Applications Consulting. Responsibilities and achievements included:

- Led the NAAC Operations & Delivery Excellence team of 95 employees (Business Operations, Resources Deployment, Metrics/Tools, Delivery Excellence and Quality Reviews) ensuring delivery and operations excellence was provided across all practices. Annual Revenue of \$250M.
- Within one year, significantly improved key financial and operational metrics: drove total A/R down from \$68M to \$28M: 59% reduction, A/R >90 days down from \$6.2M to \$1.5M (76% reduction), free consulting days/quarter from 409 to 305 days (25% reduction) and reduction of work at risk by 62%.
- Drove an overhead/span of control headcount reduction with annual saving of \$7M.
- Instituted Quarterly Practice Reviews and Monthly Portfolio of Projects Reviews. Key financial, operational and project execution metrics were tracked and reviewed.
- Consistently managed operations & delivery excellence headcount and expenses below targets.

Hewlett-Packard, Enterprise Services, WW (September 2011– March 2013)

Vice-President of Operations (COO), WW Applications Business Services. Responsibilities and achievements included:

- Led the WW ABS Operations team of 240 employees based in North America, EMEA, and Asia ensuring operations excellence was provided across all geographies. The division generated \$10B revenue annually across 65,000 employees worldwide.
- Defined, launched and completed the WW ABS profit improvement program (2012). Total saving exceeded original target of \$400M by \$30M (107% of target). The program was replicated / expanded to the other division of HP Enterprise Services.
- Instituted /chaired first ABS Global real estate board and first ABS workforce optimization board. Objective to prioritize projects and reduce spend in both areas. Reduced total spend by \$60M.
- Put in place a third party spend business Rules / processes which were replicated across HP Enterprise Services division.
- Instituted/chaired ABS Hiring Review Board. Tracked weekly labor metrics and reviewed hiring requests in order to improve labor to revenue ratio. Labor to revenue ratio improved by 14%.
- Created and instituted new business review cadence/scorecard & management system to measure P&L performance across all Regions and Service Lines and has become the standard for ABS.

IBM Canada, USA & SINGAPORE (May 1991 – September 2011)

Director of Operations, Director of Sales & Skills. Responsibilities and achievements included:

- Led the ITS US Operations team and the Asia Pacific (AP) Region ensuring thought leadership and superior operations support was provided to each business unit/Regions.
- Led the 2009 (US) and 2010 (Asia) ITS Sales transformation. Deployment in AP (Asia Pacific) was recognized as the best WW. This included reducing our Portfolio team and increasing our Sales force across AP (500 sellers), deploy a new sales model, hiring to sales capacity and managing high attrition in India & China. 2010 Signings grew by 13% YTY and Seller productivity by 11%.
- Created and instituted new scorecard & management system to track progress on key sales actions and incorporated as part of the management system/cadence.
- Led the ITS Sales programs, Channels, Skills & Communication team of 20 employees. Responsibilities included: recruiting, communication, education, channel strategy and sales programs for ITS US. Total budget responsibilities of \$27M.
- Delivered education programs for Sales & Delivery teams (3000 employees). Overall skills assessment results showed a significant improvement in all BU with +20% YTY increased in Applied/Mastered skills.
- Met aggressive recruiting targets across all lines of business: YTY increase of 26% Hires. Hired 356 employees (164 external and 192 internal candidates). Delivered New Hire training for all candidates.
- Launched several web based business initiatives to improve processes such as staffing transition, leverage of deal hub analysis, back end processing analysis. Developed the strategy to focus on small transactions versus large deals.

- Developed a new Business Partner strategy to sell our asset offerings and drive custom initiatives with our highest potential partners. This represented 70% growth for the partner channel.
- Led the IAS small deal initiative: established criteria and standards for enabling Service Product Line (SPL) product for the ibm.com channel, led workshops across SPLs to determine prioritization of product enablement and execution in each geographies, worked closely with the ibm.com team to enable 21 products. Products were launched within 5 months of concept.
- Managed the AMS Sales Operations team. Responsibilities included: Opportunity management, Sales forecast, Recruiting, Communication, Incentive programs, Human Resources, Labor Supply/Demand tracking Data management & tools and special projects.
- Recruited top talent internally and externally resulting in 50% new Sales Force.
- Optimized project staffing plan for a large Insurer that resulted in a \$7M profit improvement to the contract.
- Managed deployment of consulting practitioners on different FSS projects exceeding utilization target with an average bench of less than 1%.
- Test Logic Manager: Managed 65 employees in the logic test area. Ensured that all key business parameters were within planned target: cycle time, unit cost, capacity, staffing, performance, etc.
- Industrial Engineer: provided a tracking performance system to manufacturing staff to help them meet/exceed the planned parameters. Led several cost reduction task force teams resulting in 10% to 40% decrease in the product cost.

Professional Certification

- Professional Scrum Master, Philadelphia, June 2019 (current)
- Engineers Association, Quebec, Canada (1991-1999)

ORGANIZATION MEMBERSHIPS

- Association for Information Systems (current)

AWARDS AND RECOGNITIONS

- 2020, Association for Information Systems, Recognized for services to the field of Information Systems as a COVID-19 Small Business Mentor
- 2020, Temple University, FOX 2020 IMPACT Award, Educational Innovation pillar Winner: Programming – The reading, Writing and Arithmetic of the 21st Century
- 2006, IBM leadership Award (USA)
- 1997, IBM leadership Award (Canada)
- 1992, IBM leadership Award (Canada)

RESEARCH CONTRIBUTIONS

RESEARCH ACTIVITIES CONFERENCE PROCEEDINGS, PAPERS AND PRESENTATIONS:

Lavin, A., Martin, M.C., "The Challenge of Engaging Graduate Students in Online Classes, Applying an Engagement Framework for Student Success." TREO Talk Paper, in the Proceedings of the International Conference on Information Systems, Munich, Germany, December 15-18, 2019. Link: to be added once available. *(Presenter)*

Lavin, A., Martin, M.C., Sclarow, S., "Innovating in the IS Classroom: Teaching Process Diagrams to Undergraduate Students." TREO Talk Paper, in the Proceedings of the International Conference on Information Systems, San Francisco, California, December 13-16, 2018. <https://aisel.aisnet.org/cgi/viewcontent.cgi?article=1404&context=icis2018#>

Lavin, A., Martin, M.C., Sclarow, S., "Radically Redesigning Introductory MIS Large-Scale Lectures: Creating Enhanced Learning Environments." Completed Research Paper, in the Proceedings of the International Conference on Information Systems, San Francisco, California, December 13-16, 2018. *(Presenter)*

TEACHING EXPERIENCE

MIS2101, Information Systems in Organizations

Instructor Fall 2020, Spring 2020, Fall 2019, Fall 2018, Spring 2018, Fall 2017, Spring 2017, Fall 2016, Spring 2016, Fall 2015

Explain the role of information technology as a business enabler and identify and explain management information systems applications including customer relationship management systems, enterprise systems, e-commerce applications, transaction processing systems, business analytics, and emerging technologies. Evaluate the organizational fit and suitability of business applications and interpret the interaction between information technology, customers, processes, data, infrastructure, participants, and environment in an organization. Understand the ethical challenges of information technology and explain the evolving role of management information systems in the organization, and the role and careers of MIS professionals.

MIS3535, Lead Global Digital Projects

Instructor Fall 2020, Spring 2020, Fall 2019, Spring 2019, Fall 2018, Spring 2018, Fall 2017, Spring 2017

Students explore concepts related to project management and technology-enabled business transformation and process-centric organizational change. They learn how to plan, manage, and lead business change. They also learn how to initiate, plan, execute, control and close projects in the context of topics such as scope, resources, timing, cost, quality, and sourcing options. Students also learn the difference between Agile and Waterfall methodologies. Finally, they learn how to monitor project plans and communicate status reports to stakeholders.

MIS5411, Business Intelligence and Data Visualization

Instructor Fall 2020 (also created the course – part of the new MiM master's degree)

Students learn the strategic role of information technology from the perspective of a non-technical manager. Key topics include IT strategy, systems thinking, disruptive innovations and digital transformation, digital business models, cybersecurity, cloud computing, IT governance and ethics. Students use systems and business process thinking to create and analyze strategies for technology-enabled organizational and industry transformation. Students also explore the principles of data literacy and analysis through tools that enable turning data into insight through analysis and visualization. Students also learn to evaluate visualizations by applying key principles of presenting data effectively.

MIS5001, Managing Technology & Systems

Instructor Fall 2019

This course introduces the strategic role of information technology in today's digital centric world. MBA students learn how to apply systems thinking to analyze and understand organizational IT strategy and usage. They also learn how to apply theories of innovation to analyze the disruptive potential of technology. Organizations that strategically select, manage, and deploy digital business models prosper in the global economy. Students use systems and business process thinking to create and analyze strategies for technology-enabled organizational and industry transformation. They propose innovative solutions for new and existing business initiatives to leverage enterprise, consumer, and social technologies.

MIS4596, Information Systems Integration (MIS Capstone)

Instructor Spring 2019

Students learn how to understand the role of MIS projects in organization, which includes: Learning how to leverage and think about enterprise level information technology, applying systems thinking to solve business problems with IT, Comparing and evaluating specific projects and tools, Understanding the role of the MIS professionals and how IT organizations are structured, Experiencing a team project on a specific problem from start to finish.

MIS5302, Managing Technology & Systems

Instructor Spring 2016

Students learn how to use systems and business process thinking to create and analyze strategies for technology-enabled organizational and industry transformation. This course introduces MBA students to the strategic role of IT in today's digital centric world. They learn how to apply systems thinking to analyze and understand organizational IT strategy and learn how to apply theories of innovation to analyze the disruptive potential of technology.

SERVICE CONTRIBUTIONS**MIS Course Coordinator for MIS3535 (January 2017 – present)**

- Determine technical tools and content to be used in the course
- Develop and maintain a standard syllabus for the course
- Distribute existing course materials to new faculty teaching the course
- Answer questions and provide guidance to faculty teaching the course

Meeting frequency: No regular meetings, ongoing during each semester

Director of MIS Masters Programs (September 2017-present)

- Work with the MIS department chair to formulate strategy and oversee the execution of all current (ITACS and DIM) and future departmental Masters Programs.
- Work with the MIS Academic Directors to develop and manage new initiatives.
- Manage the ITACS partnership and contract execution with BNAI in China.
- Evaluate and create new MIS Masters Programs.

ITACS Advisory Council Committee (September 2018-current), MIS Lead

- Manage the ITACS Advisory Council and work with the council to set its priorities.
- Provide the support needed to enable the council to carry out its mission.
- Schedule Advisory Council meeting (3-4 per year), develop Agenda, prepare meeting materials and arrange Logistics.

Meeting frequency: Three-Four times a year

DIM Advisory Council Committee (September 2019-current), MIS Lead

- Manage the DIM Advisory Council and work with the council to set its priorities.
- Provide the support needed to enable the council to carry out its mission.
- Schedule Advisory Council meeting (3-4 per year), develop Agenda, prepare meeting materials and arrange Logistics

Meeting frequency: Three- Four times a year

Consultant/Project lead (April/May 2020). Lead a project as part of the initiative “Helping small business digitize to cope with Covid”, The Institute for Business and Information Technology at Temple University. Project consisted in offering no cost digital transformation services to small businesses and non-profits. Created a website/digital storefront to improve the yoga business for Dana Phelan. Link to be added.

Advisor, AIS Consulting team (December 2019-current). Advise AIS students on how to write their scope statement and proposal for an outside client. Guide students on how to present their information to the client and gain approval.

ICIS Session Chair for “Role of the CIO and Capabilities for the Digital Era. Expanding competencies and role paradoxes.” (December 18, 2019), AIS Conference, Germany.

Panelists for the “AIS Panel for women in Business” (November 1, 2018), MIS AIS. Discussed the “Real-World Feminist Handbook” by Michelle Kinsman. <https://www.temple-ais.org/events/2018/11/1/panel-amp-book-discussion-real-world-feminist>

Judge for the AIS National Conference, “AIS Software Innovation” challenge (April 12, 2019). <http://sc.aisnet.org/conference2019/competitions/software-innovation-challenge/>

Session moderator for: “Education Best Practices”. National Cyber Analyst Challenge and Conference, Philadelphia, April 12-13, 2018. <http://cyberanalystchallenge.org/conference/>