

# PAUL V. GRANTHAM

1 Cananea Place  
Burlingame, CA 94010  
Phone: +1.650.703.4443  
e-mail: [paulgrantham@comcast.net](mailto:paulgrantham@comcast.net)  
Web site: [www.paulgrantham.com/Business](http://www.paulgrantham.com/Business)

---

---

## SUMMARY

I am an experienced systems executive with both strong technical skills and a business focus. I excel at finding innovative ways to exploit technology to reduce costs and generate new revenue. Hands-on operations background allows me to drive large improvements in business results. Effective at delivering quality software products in smaller, fast growing start-ups as well as larger established firms. A reputation for attracting and keeping technical talent.

## EXPERIENCE SUMMARY

CONSULTANT (Strategic Change Planning)	2007-Present
CASHEDGE, INC. (Software-as-a-Service for Financial Services)	2006-2007
COVAD COMMUNICATIONS, INC. (Converged Networks)	2002-2006
CHARLES SCHWAB & COMPANY (International Web-based Brokerage)	1999-2002
DHL SYSTEMS, INC. (Transportation/Logistics)	1996-1999
XEROX PALO ALTO RESEARCH CENTER (Web-based Services)	1992-1996
DMR GROUP/FUJITSU CONSULTING (Consulting Services)	1988-1992
SPRINT (Telecommunications)	1985-1988
BANK OF AMERICA (Financial Services)	1979-1985

## EXPERIENCE DETAILS

CONSULTANT

Oct. 2007-Present

Helping senior management implement large changes in their systems. This includes revising systems strategies, developing Enterprise Architectures, technology sourcing, and security frameworks. Recommendations are based upon hands-on experience in systems planning and operations in successful businesses, rather than academic models. Examples of my work product include:

- Operational readiness framework for a new SOA implementation
- Sourcing decision framework for a new ERP implementation.
- Security systems plan for new Enterprise Service Bus implementation.
- Vision and plan for moving a firm off of in-house software and onto SaaS
- UML-based strategic software architecture for supply chain integration.

CASHEDGE, INC.  
**Chief Operating Officer**

*Paul V. Grantham, p. 2*  
Sunnyvale, California  
**Apr. 2006-Oct. 2007**

CashEdge provides Software-as-a-Service, for over 400 financial institutions, including seven of the 10 largest US banks. Responsible for scaling Software Engineering, Systems Operations, Customer Support, and Client Integration, and the office facilities, to support a fast growing, profitable business. Managed more than 300 employees in locations in the US and India.

- Developed the strategic vision for delivering and supporting the next generation of services.
- Delivered products and services features that supported 12% revenue increase month-to-month.
- Re-architected the core software platform to create a customer self-service environment.
- Improved quality of software and infrastructure to meet all SLA's and improve customer experience.
- Created a 24x7 customer support and training organization, aligned to market segments.
- Doubled software and systems delivery staff while reducing cost per dollar revenue delivered by 17% annually.

COVAD COMMUNICATIONS, INC.  
**Vice President, Software and Information Systems**

San Jose, California  
**Nov. 2002-Apr. 2006**

Covad provides broadband, VoIP, and wireless communications to large resellers and directly to businesses. This is the CIO-equivalent role, responsible for all of Covad's information systems, including the automated quote-to-cash, customer and channel support, MIS, and Network and services operations systems. Managed a department of 300 staff, the firm's hardware and software suppliers, and a \$31M annual budget.

- Implemented a systems strategy that leverages commercial applications and focuses internal resources on business differentiators. Implementation included CRM, Network Inventory Management, Oracle Financials and HR, and Order Management.
- Increased development capacity by setting up offshore development in India and China, resulting in a year-on-year cost reduction of 20% per year for three years.
- Moved applications portfolio to a Service Oriented Architecture (SOA) to speed integration of newly acquired companies and third party suppliers.
- Re-architected the customer direct channel systems by combining existing custom applications and commercial software packages (Oracle, Chordiant, Portal) lowering development and support costs by half and cutting \$2M per month in revenue leakage.
- Integrated two new purchased lines of business, VoIP and Wireless.
- Implemented security and revenue assurance controls to meet Sarbanes-Oxley audits.
- Implemented Scrum Agile development process to deliver more results, faster with improved quality.

**CHARLES SCHWAB & COMPANY**  
**Vice President, Global Technical Integration**

*Paul V. Grantham, p. 3*  
San Francisco, California  
**1999-2002**

Developed the technical and applications vision for the firm's international expansion. Implemented that vision as a detailed, open systems architecture for new Web-based trading services for five international markets. Established systems goals, led software design, hired developers, and implemented products. Evaluated systems for mergers and acquisitions. Created an infrastructure to enable use of offshore resources. Managed 20 developers and a \$4M annual budget.

- Led the design and delivery of a J2EE component-based Web trading system for a Japanese joint venture. This system was reusable across other international markets, reducing system costs by \$6M over five years.
- Led the design/delivery of a FIXML-based order routing systems for integrating international order execution for Japan, Hong Kong, US, and the EU stock markets.
- Pioneered the use of Web services technology (WSDL) to lower cost of integrating distributed systems, saving \$1.1M in software upgrades and expediting new products.
- Combined commercial software components with in-house development to deliver market-leading applications faster and at lower cost.
- Planned the outsourcing of international e-mail and data communications resulting in \$1.2M in annual savings.
- Expanded business scaling options and reduced system ownership costs by 27% by introducing open source software (Linux, Apache, JBOSS).
- Active member of a five-person team that managed the corporate technology purchases, including application servers, portal software, development tools, databases, and eCRM packages. This team was responsible for \$20M annual technology investment.

**DHL SYSTEMS, INC.**  
**Director, Systems Architecture and Component Engineering**

Burlingame, California  
**1996-1999**

Led creation of a new strategic technical vision, standards, and supporting technology that link DHL operations across 240 countries. Directed systems development that integrated customers' SAP, Oracle, and Siebel ERP systems into a global supply chain fulfillment system. Managed enhancements and support of the billing system deployed in 180 countries. Directly supervised eight systems architects and 40 software engineers. Responsible for a consistent software architecture for developers in London, Brussels, Frankfurt, Hong Kong, Singapore, and Kuala Lumpur.

- Introduced Object Oriented Development methods and tools as the standard for applications development.
- Replaced proprietary middleware with standards-based products (IBM MQ and BEA WebLogic) handling 2,000 business events per second, saving \$15M annually over in-house technology.
- Re-engineered the billing system used in 180 countries to deliver \$20M cost savings by using distributed object technology on the Internet.
- Working with the CFO, developed and implemented security policies for integrating customers using the public Internet.
- Implemented global solutions through strong working relationships with business and systems managers in Asia and Europe.
- Led the product evaluation and vendor negotiation teams for new infrastructure software, including middleware, directory and e-mail services, databases, and development tools.
- Member of a five-person taskforce that consolidated European systems operations.

XEROX PALO ALTO RESEARCH CENTER  
**Program Manager**

Palo Alto, California  
**1992-1996**

Developed and executed business models, strategies, and marketing plans to drive new sales growth for Internet and broadband-based products and services. Overall responsibility for the Xerox's Book-In-Time product, launched in partnership with several German partners, and now expanded into the U.S.

- Part of a seven-person team that developed the corporate Document Service Architecture. This architecture formed the basis for all Internet products and services for the company.
- Designed a usage-based billing system to function within an existing broadband (ATM) infrastructure, to allow for billing for intellectual property delivered over the Internet.

DMR GROUP/FUJITSU CONSULTING  
**Associate Director/Network Architect**

Montreal, Quebec, Canada  
**1988-1992**

Planned and executed technical strategies and solutions for diverse clientele including Visa International, AirTouch International, Mannesmann Mobilfunk (D2-Net), Telecel (Portugal), Belgacom (Belgium), Europolitan (Sweden), and Tandem Computers.

- Teamed with account managers to generate \$45 million in annual system consulting revenue.
- Integrated network and Customer Care applications for Europe-wide deployment of new mobile phone service (GSM).
- Developed architecture for high-volume, secure financial transaction switching software product for integrating international commercial banks.

### LANGUAGES

English (fluent)  
German (fluent)

Mandarin Chinese (intermediate-level speaking and reading)

### EDUCATION

UNIVERSITY OF CALIFORNIA, Berkeley, California,  
**Graduate Studies, Computer Science/Operations Research**

MICHIGAN STATE UNIVERSITY, East Lansing, Michigan,  
**M.S., Mathematics**

KALAMAZOO COLLEGE, Kalamazoo, Michigan,  
**B.A., Mathematics**