

CECILIE HOFFMAN
BUSINESS ARCHITECT

Mountain View, CA 94043

cecilie.hoffman@comcast.net

cell: 650.722.0738

SUMMARY

Experienced in helping an organization focus on interconnected business processes to find gaps that could be resolved with information integration points. Specific focus on driving a strategy from top down and from bottom up simultaneously. Balanced view of business needs and demands on infrastructure. Collaborative across functional organizations; equal energy on synthesis and analysis. Perpetual objective to deliver results to create delight, turbo-charge the work of others, increase profit, improve employee job satisfaction and stakeholder value. Successful liaison between business, systems architecture, IT and operational organizations.

ACCOMPLISHMENTS

- Articulated the process model for rolling asset health (locomotive and railcar) that **Railinc** is using as the basis for their 10-year technology roadmap and for identifying software product and service opportunities.
- Mapped **Symantec's** Quote-to-Cash business process to enabling applications and IT infrastructure
- Established and maintained **Symantec** IT's suite of business requirements document templates (application/infrastructure, real estate, scheduled release)
- Developed and delivered training in business analysis fundamentals to ~200 **Symantec** staff over three years.
- Managed the largest user acceptance test ever run by the **Symantec** IT team supporting Consumer product group; coordinated efforts with three separate business partners
- Reverse-engineered **Symantec** IT's operations manual ("run book") for a production system that had no operations documentation; performed discovery with seven different teams
- Led the effort to define the capabilities and technical architecture of the next generation of **SuccessFactors.com's** performance management application.
- Contributed to the closing of \$3M contract with Cisco Systems by bridging the cultural abyss between the sales and engineering organizations of **Intrinsa Corporation**.
- Developed business-level use cases for **Oriental Overseas Containers Ltd.** to demonstrate how users would interact with the in-development shipment order entry, scheduling and tracking system.
- Created a model of services that enabled the **Lumenare** Engineering and Accounting and Marketing teams to discuss the future bill-only-for-services-used invoicing method from the customer's view.
- Built templates for business procedures, including statements of work and project specifications for **Quintus Corporation**, a CRM provider.
- Marshalled a team of lawyers, artists, and software engineers out of their moribund state enabling **PrivacyActivism.org's** grant-funded project to come in under-budget and on-time.
- Delivered a prototype reservations management system for Convention Housing Management's conference booking company. Transferred the design to the delivery team.

PROFESSIONAL EXPERIENCE

Railinc, Raleigh, NC 2/2011 - present

Business Architect - Focused at the industry level on rolling asset (locomotive and railcar) health and utilization. Modeling the railcar service lifecycle from both a business process and enabling technologies perspective as well as a value chain perspective.

Ultimate in Success, Santa Clara, CA 11/2010 – 2/2011

Curriculum developer – Led the development of the Business Analysis course. Materials were used by teaching staff for the Spring 2011 course. Instructor biography: <http://www.ultimateinsuccess.com/team.php>

Symantec Corporation, Mountain View, CA 4/2005 - 9/2010

Consulting Business Analyst – “on call” for difficult requirements elicitation situations and business requirements document triage in all domains. Advisor on methodology and process.

Lead BA in the BA Center of Excellence - responsible for templates and processes focused on gathering, analyzing and communicating customer (internal) business requirements.

VERITAS Corporation, Mountain View, CA 9/2004 - 4/2005

Project Manager / Business Analyst - responsible for driving the supplier selection process for email categorization technology. Wrote the business case, elicited the business requirements, set up evaluation tests and vendor scoring matrix. Handed off the update of the corporate record retention program to a program manager.

LYRISYS, INC. Mountain View, CA 6/2003-9/2004

Business owner, software systems consultant for a convention management company.

Expert Support, Inc. Mountain View, CA 9/1997 – 6/2003

Director of Business Solutions. Responsibilities included staff management, project management and external account management.

Prior to 2000: **Expert Support, Inc.** Project Manager / Business Analyst; **DHL Airways, Inc.**, Senior Research Analyst; **Coherent Thought, Inc.**, **Teknowledge, Inc.**, Senior Knowledge Engineer; **TRW DSSG**, sTechnical Staff

PUBLICATIONS AND PUBLIC SPEAKING

BA Times, [batimes dot com](http://batimes.com) – articles on business architecture, business analysis issues and techniques since January 2009. Articles also available on [balsamfir dot com slash professional dot html](http://balsamfir.com/professional.html).

“Peer Review: Checklist and Process Overview” public webinar for BA Times, Jan 2010

BA World conference, smember of board of advisors and speaker at 2007, 2008 events in Palo Alto, CA. Speaker at 2010 event in Las Vegas, AZ.

EDUCATION AND PROFESSIONAL ASSOCIATIONS

Master of Arts, Linguistics, University of Michigan at Ann Arbor

Bachelor of Arts, Linguistics, University of California at Santa Cruz

Continuing education

Building a Business Architecture (2011), Facilitation Techniques for Requirements Development (2009), Process Analysis (2008), ITIL Fundamentals for IT Service Management (2007), Leadership, Influence and Negotiation (2007), How to Gather and Document Requirements (2007-2009), Project / Program Management certification, UC Santa Cruz extension (2004)

Charter member of the Silicon Valley chapter of the International Association of Business Analysis (IIBA), 2006 IIBA membership # 1773; Business Architect Institute, Professional membership