

**NICK PIETROCARLO, PMP, PgMP, MBA**  
1020 Meridian Avenue, Miami Beach, FL 33139  
786.218.8198 Nick@Pietrocarlo.com

### **INFORMATION TECHNOLOGY LEADER**

Expert in Global Operations, Program Management, and Strategic Planning

- ✓ **Skilled at leading and developing teams** to deliver programs up to \$60M with an average cost reduction of 10%. Manager of department level and operational budgets up to \$15M. Negotiator of international and domestic contracts over \$10M with an average price reduction of 15%.
- ✓ **Appointed by the Project Management Institute ([www.pmi.org](http://www.pmi.org))** as a key contributor to the new standard of Program Management. Also an active writer and test question reviewer for the Program Management Professional Certification Exam (PgMP).
- ✓ **Coach and mentor of cross-cultural teams** remotely and on-site both in the for-profit and non-profit areas. Includes startup of operations, growth of existing operations, and spinning off of business units. Expert networker with ties across the globe in the technology, finance, and the arts communities.
- ✓ **Proven expertise leading profit and non-profit boards.** Experience hosting events and raising funds for various causes. Includes working with local governments, city agencies, and citizens of South Florida.

### **Work History and Achievements**

#### **Royal Caribbean Cruises, Ltd. / Island Cruises, PLC United Kingdom and United States 1994 - Present**

##### **Sr. IT Manager, Technology Revitalization, United States, 2011 – Present**

Developed and led the technology revitalization strategy for the company's \$500M of technology assets across 5 multi-national operating brands and 40 cruise ships.

- ✓ Program Sponsor of a multi-year multi-country strategy to refresh all IT Assets for 50,000 employees and 20,000 computer users. Includes leading a team of diverse technology professionals across the globe for a \$50M program with a portfolio of 100 projects.

##### **Sr. IT Manager, Data Center Management and Disaster Recovery, United States, 2009 – 2011**

Led the operations, management, & business continuity for the company's land based and ship based Data Centers.

- ✓ Responsible to develop and lead a global Data Center optimization plan to leverage collocation facilities and cloud computing to drive down long term costs and free up staff to focus on higher value activities.

##### **CIO of Island Cruises, Director of Information Technology, United Kingdom, 2006 – 2009**

Directed all Information Technology strategic and operational areas for this 2000 employee Joint Venture between Royal Caribbean Cruises Ltd, and TUI Travel, PLC.

- ✓ As Change Agent led the company's migration to a new Reservations & ERP system, including movement of company personnel to new offices and IT infrastructure. Achieved a total cost reduction of 50% by coaching and mentoring internal resources to perform the majority of the work. Proactively worked with internal and external partners to achieve less than 4 minutes of downtime.
- ✓ Restructured a Payment Card Industry (PCI) compliance project to eliminate unnecessary work reducing project costs by 25% and ongoing operational support by 75%. Also designed and deployed Island Cruises' first PCI compliant off-line embarkation system that reduced guest wait times and eliminated check-in delays due to system unavailability.

##### **Operations Manager – Global IT, United Kingdom, 2004 – 2006**

Recruited, managed, and developed all IT positions to support operations worldwide. Reported directly to the CIO; responsible for a team of up to 50 people.

- ✓ Smart sourced IT services for a \$200M reservations call center and site office resulting in 25% IT cost center savings. At the same time implemented an ITIL based Service Deck to set SLAs for the business and guide day to day operations of the IT department.

- ✓ Led the physical build out, data center configuration, and systems implementation for 2 offices including the wired and wifi networks, pbx, email, domain, and file server systems. Renegotiated original contracts that saved \$1M during a 3 year period for packaged application and Software as a Service (SaaS) support, while improving issue response times by 50% for both locations.
- ✓ Managed the retrofit of all IT systems and Entertainment areas of a cruise ship, achieving a 50% cost reduction vs. comparable ship retrofits. Achieved cost savings through coaching and mentoring internal resources to take on more responsibility from vendors, enabling use of 75% fewer vendors.

**Program Manager, United States, 2000 – 2004**

- ✓ Instrumental in starting up a Business Opportunity Council at Royal Caribbean Cruises, Ltd. to review all pipeline and in progress projects. Developed a communications and presentations mechanism to allow Chief Executives to make informed decisions on where to focus IT investment for both tactical and strategic efforts.
- ✓ Led and developed a team of 6 Enterprise Architects to deploy Enterprise Application Integration (EAI) and Service-Oriented Architecture (SOA) across the company. Total Cost Savings from EAI and SOA has already exceeded \$10M. Systems integrated included a legacy reservation and ERP systems running on an AS/400, Siebel's CRM running on AIX, and the Enterprise Data Warehouse on Oracle.
- ✓ Co-Managed the development of an Information Technology Life Cycle and Application Integration Design Guide for all new IT Projects. These guides and tools standardized J2EE and .net development and are still in use for all IT projects.
- ✓ Successfully stabilized a troubled Maintenance and Procurement system used by 3 of the company's operational brands. Replaced disorganized manual processes with an efficient automated system.

**Project Manager, United States, 1994 – 2000**

- ✓ Successfully delivered a \$15M program to develop and deploy the world's largest Interactive TV system onboard Royal Caribbean's Cruise ships. 10 years later the systems are still in use and process over \$100M transactions yearly. Interactive TV was written with .net framework running on IIS with SQL.
- ✓ Worked directly with the CEO, CFO, and President(s) to create the Audio/Video requirements and implement the company's incident response center to manage worldwide responses 24/7/365.

**Education and Certifications**

PgMP and PMP Certification, Project Management Institute  
Notary Public Commission, Florida Department of State  
M.B.A., California Coast University  
B.S., Management, California Coast University  
Media Studies and Photography Course Work, University of Buffalo at New York

**Boards and Committees**

- Co-Chairperson, TENG South Florida (Technology Executive Networking Group) – 2010 – Present
- ✓ Assisted leading and setting up of networking events, fund raising activities, and speaking engagements. Also provided Coaching and Mentoring of fellow members with networking and career transition.
- Chairperson, Citizen's Police Academy Alumni Association, Miami Beach, Florida, 2008 - 2010
- ✓ Led the organization to raise money for the Miami Beach Police through fund raising, volunteer, and charity events. Also grew the organization's membership 3 fold during tenure as Chairperson.
- Chairperson, Strategy Board, Community Emergency Response Team, Miami Beach, 2006 – 2008
- ✓ Worked with local politicians and city agencies to promote and develop the program used to train citizens to become members of the Miami Beach Community Emergency Response Team.