

## STEVE DITTY

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**Experience Profile:** Over 27 years of “Big 4” Consulting experience specializing in managing global ERP implementations and outsourcing engagements for Fortune 500 firms. I am a certified Project Management Professional PMP®, and have played executive-level roles at Accenture, IBM, PwC, and Northgate Arinso (NGA). ERP project experience includes leading large OTC, HCM, Inventory and Warehouse Management, CRM and Financial implementations at American Foods Group, Rize Beds, Marathon Oil, Procter & Gamble, Ashland Petroleum, Wyeth Pharmaceutical, Boston Scientific, Norfolk Southern Railroad, Levi Strauss, Speedway Super America, British Telecom, Allstate Insurance, Nortel Networks, and the States of Florida and Texas. These clients had complex technical operating environments, global business operations spanning multiple countries and diverse employee populations.

### Work History

- Senior Manager/Expert Witness - Panorama Consulting Group – February 2016 - Present
- Executive Director – Enterprise Applications, Consulting & Sales – Cogent IBS: 2014 - 2016
- Global SAP Practice Leader – Yash Technologies: 2013 - 2014
- Vice President Client Services – NorthgateArinso (NGA): 2007 - 2013
- Senior Executive – Accenture: 2004 - 2007
- Associate Partner – IBM Business Consulting Services: 2000 – 2004
- Director – Price Waterhouse Coopers (PwC): 1992 - 2000
- Senior Consultant – Deloitte Consulting: 1989-1992
- Consultant - Andersen Consulting: 1987-1989

### Significant Professional Experience

**Panorama Consulting Group – Senior Project Manager/Expert Witness:** Managing multiple ERP selection and IV&V/implementation projects for this boutique consulting firm. Clients have included the City of Pembroke Pines, American Foods Group (AFG), the State of Maine, the Seminole Tribe of Florida, and others. Acting leader of the Expert Witness Team providing Expert Analysis, Reporting, Rebuttal, Deposition, and Testimonial Services (see Case History below). Played a project management oversight role for AFG’s Infor M3 implementation.

**Cogent IBS - Executive Director, Enterprise Applications, Consulting & Sales:** Responsible for fostering relationships with senior-level executives at current clients and new prospects to enable growth and expansion of Cogent's business suite of applications and consulting services. Also provided ERP implementation consulting services to strategic customers, led sales pursuits, and performed as an Expert Witness.

**Yash Global SAP Practice and Sales Lead:** Managed the firm’s SAP HCM consulting practice, responsible for selling and delivering SAP and SuccessFactors engagements and all related practice building activities. Recent SAP clients included Norfolk Southern Railroad and Southern Wine and Spirits. Yash has about 120 dedicated consultants working across North America and in our offshore locations in India.

**NGA Vice President of Client Services:** Owned a portfolio of global commercial and public-sector accounts (States of Florida and Texas) where I managed a team of 250+ functional and technical team members, owned a \$110MM annual P&L, and was responsible for daily delivery of outsourced services and implementation of ERP systems. These accounts were supported by teams located both on and offshore and included technical Data Center operations.

**Accenture Senior Executive** - Performed in a Program Manager role for several of Accenture's Clients. Responsibilities included strategic account planning and sales, P&L ownership, contract negotiations, system implementation and people management and development. I also played a role on the Senior Leadership team that defined our global solution delivery model, "go to market" strategies, investment and financial management and staff development and retention. Managed several accounts including Wyeth Pharmaceutical, Levi Strauss, and British Telecom North America.

**PwC/IBM Associate Partner** – Performed "hands-on" consulting roles in all phases of ERP project implementations including proposal development, contract creation and negotiation, business requirements definition and blueprint development, fit/gap assessment, functional and technical design specifications, ERP system configuration and coding, designing and executing all stages of system testing (e.g., unit, integration, performance, regression) including the usage of testing tools like HPQC, end user training and go live support using the Remedy ticket system. Led technical teams in the selection and implementation of middleware products like WPS, played roles on project steering committees, developed detailed workplans, and managed the project's change control, risk management and issue escalation processes.

### **Case History – Expert Witness Services:**

- **Avalon Corporate Solutions Corp. vs. APR Supply Co. (2023 – present) – Canada**  
Performing as a technical expert with Fasken Martineau DuMoulin LLP, representing APR. Avalon and APR are litigating over the implementation of the Tecsys Warehouse Management System (WMS). The case will be decided by the Superior Court in the province of Quebec, District of Montreal. Currently conducting a detailed review of discovery documents and interviews with APR project team members. Planning to render an Expert Report, sit for deposition and testify at trial in 2024.
- **Springhill Health Services LLC. vs. Infor (US) LLC. (2023 – present) – Alabama**  
Performing as a technical expert with McDowell Knight Roedder & Sledge, LLC representing Springhill. Springhill is suing Infor related to the implementation of Infor's ERP system. The case will be decided by the Circuit Court of Mobile County, Alabama. Currently conducting a detailed review of discovery documents, interviews of Springhill project team members, and performing system inspection of the Infor ERP system. Expecting to draft an expert report, sit for deposition and testify at trial.
- **New York State Department of Public Service (DPS) – Office of Investigations and Enforcement (2023-2024) – New York** Performed as a SAP Technical Consultant in support of the Commission's investigation of the Central Hudson Gas and Electric Corporation. Central Hudson had recently implemented a SAP system to perform its Utility Billing operations statewide and encountered significant errors after going live. I assisted DPS with the audit and examination of this system and recommended actions for remediation and improvement. DPS eventually settled with Central Hudson and agreed to implement the reformative actions. Subsequent Billing performance improved significantly.
- **Sa.Global vs. Solar Energy World "SEW" (2023) – Colorado**  
Performing as a technical expert with Adams & Reese, LLP representing SEW. SEW is counter suing Sa.Global related to the implementation of Microsoft Dynamics 365 CRM and Ring Central ERP systems. The case will be decided by the American Arbitration Association "AAA". Conducted a detailed review of discovery documents, interviewed SEW project team members, worked with the attorneys to prepare for mediation. Participated in the mediation session and the case was settled soon after.
- **Cooper Booth Wholesale CO. LP. vs. AFS Technologies Inc. (2023) – Pennsylvania**  
Performing as a technical expert with McNeese Wallace & Nurick, LLC representing CBW. CBW is suing AFS related to the implementation of AFS' ERP system. The case will be decided by the Superior Court of the State

of Delaware. Conducted a detailed review of discovery documents, interviewed CBW project team members, submitted an Expert Report in June 2023 and the parties settled soon after.

- **Wipro Solutions Canada LTD vs. ATCO LTD (2022 – 2023) - Canada**  
Performed as an expert witness with Bennett Jones LLP defending ATCO. Wipro is suing ATCO for Breach of Contract related to its global IT Outsourcing arrangement with a claim value of over \$500M USD. Case will be decided by an International Arbitration Panel in Canada. Served an expert report in 2022 and case settled in 2023.
- **Kenworth Sales Company vs. Eide Bailly, LLP (2022) - Minnesota**  
Performed as an expert witness with Dentons Durham Jones Pinegar P.C. representing Kenworth. Kenworth is suing Eide Bailly for Breach of Contract related to the implementation of the Oracle ERP system. The case will be decided by the Fourth Judicial District Court in Minnesota. Prepared an Expert Report which was in September 2022. Case settled before trial.
- **Ultimate Software Group, Inc. vs. Universal Services of America, LP (2022) - Illinois**  
Performed as an expert witness with Cozen O'Connor defending Universal. Ultimate Software is suing Universal for Breach of Contract related to the implementation of its Ultipro® Human Resource Information System. The case will be decided by the Circuit Court of Cook County, Illinois. Reviewed documents produced in discovery, deposition testimony and submitted an Expert Report. Sat for deposition in August 2022. Case settled before trial.
- **Liberty Technology Resources SDN BHD “LTRSB” vs. Suruhanjaya Syarikat Malaysia “SSM” (2021 – 2022) - Malaysia**  
Performed as an expert witness with Rahmat Lim & Partners representing SSM. LTRSB is suing SSM for failing to perform its role during the ERP implementation and causing unnecessary delays that prohibited LTRSB from successfully taking the system live. Case is being decided in the High Court of Malaya at Kuala Lumpur in the Federal Territories, Malaysia (Commercial Division). Reviewed documents produced in discovery, deposition testimony and prepared an Expert Report which was served in 2022. Testified at Tribunal in December 2022.
- **Conduent Business Services, LLC (f/k/a Xerox Business Services, LLC) vs. Cognizant Business Services Corporation (2021 – present) – New York**  
Performed as an expert witness with Sheppard Mullin representing Conduent. Conduent is suing Cognizant for failing to perform in its implementation of a Medicare Management Information System “MMIS” for the State of New York. The case is being decided by the Supreme Court of the State of New York, County of New York. Prepared an Expert Report which was served in February 2022 and sat for a deposition in October 2022.
- **Teradata Corporation, Teradata US, Inc., and Teradata Operations, Inc. v. SAP SE, SAP Americas, Inc., and SAP Labs, LLC. (2021) – California**  
Performed as an expert witness with Morrison & Foerster LLP representing Teradata Corporation. Teradata is suing SAP for a violation of its trade secret regarding its software design. Case is being decided by the United States District Court (Northern District) of California. Produced an initial Expert Report and Reply Report, sat for a deposition in August 2021.
- **Louisiana Worker’s Compensation Corp. vs. Insurity Inc. (2020 – 2021) - Louisiana**  
Performed as an expert witness with Carver Darden Koretzky Tessier Finn Blossman & Areaux LLC. representing LWCC. LWCC was suing Insurity for failed development and implementation of it Insurance Decisions software suite. Case is being decided by the American Arbitration Association. Produced an initial and supplemental Expert Report, testified at the Arbitration Hearing in June 2021.
- **County of Kern vs. Tyler Technologies, Inc. (2021 - 2022) - California**  
Performed as an expert witness with Foley & Lardner LLP representing the County of Kern. Kern is suing Tyler for failed development and implementation of its Odyssey ERP system. Case is being decided by the United States District Court (Eastern District) of California. Case settled in 2022.

- American Crystal Sugar Company vs. Biber & Associates, Inc. (2020 - 2021) - Minnesota**  
 Performed as an expert witness with Fredrickson & Byron, P.A. representing American Crystal Sugar (ACS). ACS was suing Biber for failed development and implementation of its CPS ERP system. Case is being decided by the United States District Court of Minnesota. Produced an initial Expert Report and Rebuttal Report, sat for a deposition in March 2021 and the case settled before trial.
- HP Hood LLC vs Ernst & Young LLP (2020 - 2021) - Massachusetts**  
 Performed as an expert witness with Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C. representing HP Hood. Hood was suing the Ernst & Young consulting firm for failed implementation of a SAP ERP system. The case is being decided by the International Institute for Conflict Prevention and Resolution, Massachusetts. Assisted attorneys with discovery motions, conducted case research and settlement arguments and documentation. Case settled.
- Pure Romance LLC vs. Gorilla Inc. (2020) - Ohio**  
 Performed as an expert witness with Carter Ledyard & Milburn LLP representing Pure Romance. Pure Romance was suing the Gorilla Group consulting firm for failed development and implementation of a SAP Hybris system. Case decided by the American Arbitration Association in Hamilton County, OH. Produced an initial and rebuttal Expert Reports. Gave deposition testimony and testified at the Arbitration Hearing in November of 2020.
- Stan Group (Holdings) Limited vs. Cosmos i-Tech Solutions Limited (2020) – Hong Kong**  
 Performed as an expert witness with Lau Horton & Wise LLP representing the Stan Group. The Stan Group (SGH) is a Hong Kong-based enterprise consisting of property management, hospitality, communications and financial services business lines. It sued the Cosmos i-Tech Solutions consulting firm for poor work performance during their Oracle Fusion Cloud implementation. The matter was adjudicated by the ICC Arbitration Group in Hong Kong. I reviewed case documents, witness testimony and submitted both Expert and Rebuttal reports. Arbitration Hearing was conducted May of 2020 in which I testified for approximately 4.5 hours.
- Insight Direct USA, Inc. vs. Gorilla Inc. (2019 – 2020) - Illinois**  
 Performed as an expert witness with Reed Smith LLP representing Insight. Insight sued the Gorilla Group consulting firm for failed development and implementation of an SAP Hybris PCM system. Case was decided by the American Arbitration Association in Cook County, IL. Assisted Reed Smith with case strategy, reviewed discovery documents, assisted with additional discovery requests and preparation of deposition outlines. Authored and submitted an Expert Report and testified at the Arbitration Hearing in August of 2020.
- Prairie River Home Care vs. Salo Solutions (2019) - Minnesota**  
 Performed as an expert witness with Traub Lieberman Straus & Shrewsbury LLP representing Prairie River. Prairie River sued Salo for faulty ERP implementation in United States District Court for the District of Minnesota. Reviewed case documents and delivered Expert Report. Case settled.
- Bridgestone vs. IBM (2017 – 2018) - Tennessee**  
 Performed as an expert witness with Kirkland Ellis defending IBM. Bridgestone sued IBM for faulty ERP SAP implementation in United States District Court in Nashville, Tennessee (Claim Value of \$600M). Reviewed several thousand documents and deposition testimony, interviewed project team members, analyzed Incident Tickets, performed an independent Root Cause Analysis of the reported Go Live issues, conducted a forensic examination of the SAP system, authored an expert report, and gave deposition testimony. Case settled.
- MillerCoors vs. HCL (2017 – 2018) - Illinois**  
 Performed in a technical consulting role with Schiff Hardin defending HCL. MillerCoors was suing HCL for faulty SAP ERP implementation in Federal Court, Cook County Illinois (Claim Value of \$150M). Assisted Schiff Hardin with case strategy and discovery plans. Testified in Chicago Federal Court regarding discovery disputes as well as gave a “Science Day” presentation to the judge explaining ERP implementation projects. Reviewed case documents and performed a forensic inspection of the SAP computer system to assess the quality of HCL’s work product. Case settled.

- **State of California vs. SAP (2016 - 2017) - California**

Performed as an expert witness with Duane Morris defending SAP. California sued SAP for faulty SAP ERP implementation in the Superior Court for the State of California, County of Sacramento (Claim Value of \$350M). Reviewed several thousand documents and deposition testimony, interviewed project team members, analyzed Incident Tickets, performed an independent Root Cause Analysis of the reported Go Live issues, and authored multiple expert reports (Initial report and Rebuttal). Gave deposition testimony. Case settled.

- **City of Ottawa vs. CSDC Systems (2017) - Canada**

Performed in a technical consulting role for CazaSaikaley LLP defending the City of Ottawa. Ottawa was considering suing CSDC systems for faulty implementation of their ERP software. Conducted an analysis of the case, reviewed documents and interviewed City staff.

**The following section contains a *sample* of key projects and consulting roles I have played for many of the Fortune 100 companies and Public-Sector entities:**

**Performed a project oversight role for an Infor M3 implementation project for the American Foods Group, a large protein processor and distributor in the Midwest.**

- Project Scope included Infor M3 Finance and Accounting, Procure to Pay, CRM, Shipping and Warehouse Management, and Manufacturing/Supply Chain applications.
- Played a governance role on the project. Conducted detailed assessments of project progress, reviewed deliverables, interviewed project team members and inspected key project documents for all workstreams. Assisted with scope definition and control, issue management and escalation.
- Delivered status presentations to Executive Management
- The system went live successfully in May 2024.

**Led an EHR Software Assessment and System Selection project for the Seminole Tribe of Florida.**

- Project Scope included the Tribe's Medical and Dental Clinical Operations, Pharmacy Management, Health Plan Administration, Behavioral Health Services, Claims Administration, Compliance and Risk (e.g., Case management and Social Services, Health Information and Medical Records Management, Eligibility and Utilization)
- Documented Business and Technical System Requirements. Generated RFP and assessed vendor responses.
- Delivered findings and recommendations to Executive Management

**Performed a project oversight role for an Oracle NetSuite implementation project for a Furniture Manufacturer.**

- Project Scope included Oracle NetSuite Financials, Order to Cash, Procure to Pay, eCommerce/CRM, and Manufacturing/Supply Chain applications.
- Played a governance role on the project. Conducted detailed assessments of project progress, reviewed deliverables, interviewed project team members and inspected key project documents for all workstreams. Assisted with scope definition and control, issue management and escalation.
- Delivered status presentations to Executive Management
- The system went live successfully in 2022.

**Performed a project oversight role for a HCM/Payroll Workday implementation project at the State of Maine.**

- Conducted a series of detailed assessments of project progress throughout the 2 year implementation. Reviewed deliverables interviewed project team members and inspected key project documents and technical work products.
- Drafted extensive Assessment Reports and delivered presentations to Maine's executive sponsors (i.e., CIO, Controller, Senior HR leadership).

**Performed a project oversight role for an ERP implementation project and K-12 software selection at the City of Pembroke Pines, FL.**

- Role included requirements definition, software selection and implementation oversight.
- Technologies included Tyler Technology and Focus systems.
- Conducted regular assessments of project progress, reviewed deliverables, interviewed project team members and inspected key project documents for all workstreams.
- Delivered status presentations to City management and Commissioners.

**Performed an extensive project assessment of the troubled Oracle ERP implementation for the Manatee County School District.**

- Conducted an extensive assessment of the project's completed activities, deliverables and work products.
- Led workshops with project team members and SME's to diagnose project issues and system defects.
- Drafted a formal Assessment Report and delivered results and recommendations to the County CIO and School District leadership.

**Performed as the overall Program Manager for the States of Florida and Texas for Six Years:**

- Scope included hands-on management of the HCM and Payroll/Time Management-related support activities for the State's 200,000 employees, including unemployment administration and payments
- Implemented and supported the daily operations of the State's SAP system, including WPS Middleware components and 200+ interfaces.
- Led several hundred IT, Call Center and Business team members in the daily delivery of the contracted services.
- The team utilized HPQC, Load Runner Performance Testing, and Remedy Incident Management project tools.

**Sold and managed a global SAP ERP implementation for the Marathon Group (Marathon Oil Company, Ashland Petroleum, Speedway Super America).** Scope included SAP HCM, Payroll, Time & Attendance, OTC, Financial, Inventory and CRM modules, Business Warehouse, IBM infrastructure and middleware software (including WebSphere), Employee and Manager Self-Service tools for Marathon's 35K employee base across North America, the UK, Ireland, and Canada. The team consisted of approximately 50 consulting and 100+ client team members. Project was successfully deployed on time and under budget and included approximately 160,000 hours of work effort.

**Managed the global team that implemented an SAP ERP system for the Procter & Gamble Company.** The organization consists of approximately 104,000 employees worldwide. Primary responsibilities included:

- Scope included HCM, Payroll, Time & Attendance (Kronos), MRP II modules, Business Warehouse
- Daily management of project's 60+ team members.
- Led all phases of the implementation including Blueprint Development, Testing, Go Live and Post-Go Live (Hypercare) Support
- Project spanned approximately 27 months and required over 700,000 effort hours.
- Implemented IBM Hardware and Middleware components

**Managed a global SAP ERP implementation for Zurich Insurance.** Scope included SAP HCM, Payroll, Time & Attendance, Business Warehouse and the Financial modules, IBM hardware, infrastructure and middleware, Team consisted of approximately 75 consulting and 100+ client team members. Project was successfully deployed on time and under budget.

**Sold and managed a global SAP ERP implementation project for Nortel Networks in Toronto, Canada.** Project scope includes implementing SAP's Human Resource/Benefits, modules in all of Nortel's 104 countries and its 75K employee population. I managed approximately 92 client and consulting team members distributed across multiple geographic locations. Delivered status and resolved issues with the CIO and senior executive leadership. Project was delivered successfully on time and on budget.

**Performed as Global Project Manager of the team that implemented SAP system for Compaq.** The SAP system was successfully implemented in 36 countries in approximately 6 months. The project team won PwC's "Team of the

Quarter" award. Roles performed were SAP configuration, testing, work plan development and control, and daily management of project's team members.

**Performed as the Americas Transformation Leader role for the \$400M BPO contract at Procter & Gamble.** IBM was awarded P&G's global HR Employee Service Operations and I was selected to play a leadership role for the global transformation. This entailed defining IBM's strategy & objectives for the overall transformation effort and building/managing a global portfolio of projects to achieve these goals. I was also involved in commercialization efforts related to Service Delivery, Offshore Sourcing, Service Center Design, Case Management Tool Implementation, SAP software including IBM infrastructure and middleware toolset, and global business process redesign & improvement. The team consisted of approximately 80+ resources working globally across the regions.

**Participated as a member of the consulting team responsible for designing and constructing a set of custom software applications for the United Nations Headquarters in New York.** The software modules in development are HCM, Payroll, Benefits/ Entitlements, Purchasing and Financials. Responsibilities included:

- Led the design, development and execution of the project's Testing Strategy and Plan
- Assisted in the design and development of the conversion strategy, functional and technical design specifications, and code development.

**Participated as a member of a national Deloitte & Touche Merger Team charged with designing and implementing a combined Payroll/Human Resource System for the firm.** Performed Requirements Analysis, Detailed Design, and System Implementation for the 20,000 employees Payroll/HR System.

- Participated in Requirements Definition, Blueprint Development, and functional and technical design specifications.
- Developed and delivered end user training program to each of the 52 offices in the firm.
- Coordinated and performed Beta Site Testing in three satellite offices as well as a complete System Test on site and assisted in Conversion Planning and Execution.

## **Education**

2024. The Pennsylvania State University, University Park, PA., B.S. Computer Science/Management Information Systems with Distinction

## **Continuing Education Programs**

- Project Management Professional (PMP) Certification (#2031358)
- Professional Scrum Master Certification (PSM I) Masterclass, 2022, Udemy
- The Complete Agile Scrum Fundamentals Course & Certification, 2022, Udemy
- Agile Methods and SCRUM Immersion – PMI course providing foundational education regarding the Agile and SCRUM project methodologies, tools and practices
- Executive Selling & Negotiation – course to develop selling skills at the executive level.
- Program Management – course designed to provide large-scale program management education.
- Deeply Practical Project Management – PMI Course providing project management practices, tools and techniques
- SAP Core ABAP Programming – SAP course providing foundational skills in the SAP ABAP Programming language
- IBM SAP Implementation Methodology
- SAP Human Resource Software Certification - course designed to give a hands-on instruction in all the HR modules (e.g., Master Data, Time Management, Organization Planning, Applicant Administration).

## **Speaking Engagements, Civic Achievements & University Awards**

- \* "Lessons in Project Management" at the Peabody College at Vanderbilt University, March 2024
- \* "ERP System Implementation Failures Lessons Learned and Litigation" at the University of Cincinnati, Carl Lindner School of Business, November 2023
- \* Eagle Scout and 2015 Silver Beaver Award Recipient for outstanding volunteer leadership in the BSA
- \* Board Chair – Activities and Civic Service, BSA Dan Beard Council

- \* Awarded Merrill Lynch Business Scholarship for Excellence
- \* Initiated into Beta Gamma Sigma National Scholastic Society for Business, representing top 5% of graduating class