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# PROGRAM MANAGEMENT & CONSULTING

Rich Eizenhoefer

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## PROFILE

Strong, accomplished program manager with extensive development and testing experience. Proven ability to execute at technical and managerial level. Excellent communications and functional specifications, technical depth, vast project management and SDL experience.

## QUALIFICATIONS

- Program Management, strong functional specifications
- Scheduling, managing, and releasing multiple concurrent projects
- Gathering requirements, defining scenarios and personas
- Managing, communicating, and mitigating project risk
- Managing major software development lifecycles
- Software development, debugging, and testing
- Technical design and architecture
- Feature team and executive communication and reporting
- Project management, scheduling, and release
- Technical strategy and planning
- Cross group collaboration and negotiation
- Aligning team and individuals to organizational goals
- Windows networking, consulting, and troubleshooting

## EXPERIENCE

▶ **ByteCave, Inc.** ([synopsis further below](#)) **full-time consulting**, May 2010 - October 2010

### ■ Wimmer Solutions, Seattle, Washington

*October 2010 - present*

- SOLUTION MANAGER, VOLUME LICENSING IT AT MICROSOFT

Primary Solution Manager for Explore.MS, the premier Microsoft customer portal for reporting around Volume Licensed agreements, entitlements, subscriptions, purchase orders, invoices, and renewals. Ensure business requirements are met, prioritize requests and balance need/cost/value to determine project scope, and write business requirements document. Review functional specs, clarify requirements and functionality with support team for customer escalations, joint requirements analysis with engineering, and coordinate with Release Management and partner teams/environments to manage dependencies. Coordinate multiple stakeholders including UAT team and engineering to identify, communicate, and mitigate risk. Provide weekly project status, drive and present project milestone reviews with management.

### ■ Microsoft Corporation, Redmond, Washington

*February 1997 - April 2010*

[>>> Excellent (E7o) last review]

- GROUP PROGRAM MANAGER, WINDOWS GENUINE PLATFORM, 2007-2010

Lead team of twelve (2 leads, 10 individual contributors) program managers in creating activation and validation technologies for Windows 7 and Office 2010. Responsible for

activation methods and anti-piracy technology for Enterprise customers (KMS, VAMT, MAK, Token, VM), OEMs (SLP 2.0, BIOS Activation, and embedded), and Retail customers (hardware ID). Microsoft product key technology, including product ID (PID) generation, validation, and mapping product keys to SKUs. Significant individual contribution in technical design and engineering. Own, drive, and define the design and operation of Microsoft-wide activation and validation servers (cloud, reporting, telemetry, client/server pipelines). Active roles include technical design, cross-group collaboration, negotiation, and risk management; executive status and reporting; planning with product marketing group to prioritize resources across key investment areas including legacy (XP, 2K3) activation and validation, public sector initiatives (colleges, governments, military), and Vista/W7 Genuine program.

- LEAD PROGRAM MANAGER, WINDOWS GENUINE PLATFORM, 2004-2007

Program Manager for software licensing service, security processor integration (trusted time, trusted data store), kernel API and pre-release timebomb code, platform security, and licensing policy engine. Create technical designs, functional specifications, threat models, and heat map for prioritization of efforts. *Work spanned features in Windows Vista and Windows 7* Additionally, lead team of Program Managers in the Genuine Windows anti-piracy space. Coordinate with other Lead PMs responsible for revenue recovery efforts to ensure appropriate telemetry, legalization capabilities, and genuine state detection are supported in the platform (Enterprise, OEM, and Retail).

- PROGRAM MANAGER, SHADOWRUN, 2003-2004

Preproduction planning, schedule, strike team collaboration, cross-functional collaboration, matchmaking specification.

- SUSTAINED ENGINEERING DEV (SDE) LEAD, WINDOWS DRM / DAS, 2002-2003

Provide bug fixes, QFE, and Service Pack releases for Windows Trusted Platform Technologies including legacy eBook Digital Rights Management, DRM 1.0, and eBook Activation Server.

————— Dev (SDE) Lead, Microsoft Game Studios (Studio X), 1997-2002 —————

- DEVELOPER PM FOR XBOX DEVELOPMENT (STUDIO X)

Help internal teams and external developers take advantage of Xbox technology, analyze and communicate code status, ensure developer/studio requirements are addressed. Review schedules, source code, and design documents. Participate in program reviews, provide technical development support as required.

- CRIMSON SKIES PC

Design architectural interface to in-game code and lead team of programmers to produce preflight and post-flight UI (menus, scrapbook, instant action, weapons, plane design, configuration, multiplayer matchmaking/scoring).

- GAMES HOTSETUP TECHNOLOGY

Lead the Hotsetup technology team in designing and developing several multi-threaded, graphical setup applications for Microsoft games using C++. Techniques include 2D sprite animation engine, multi-threading, design and creation of core installer engine, and Win32 API programming. Directed development processes and schedule, communicated project risks and negotiated features/functionality to ensure timely release; technical resource to other developers, external program managers, and testers. [» Sample titles: Age of Empires I/II, Close Combat 1-3, Crimson Skies]

- NFL FEVER 2002 XBOX UI

Win32 C++, develop the Trophy Case screens for NFL Fever 2002 (Xbox launch football title) user interface.

- XBOX KIOSK DEMO CREATOR

Design and code multi-language enabled front end for Xbox Kiosk application in C++ (DLL/LIB) and Visual BASIC.

- ONLINE GAME BETA ACTIVATION

Web based online activation of externally deployed PC game betas. Server side C++ and ASP, database schema and C++/ADO integration with SQL server; client side javascript and HTML, integrate system with Macrovision's SafeCast anti-piracy shell.

## ■ Commerce Direct International, Issaquah, Washington

*Director of Development, February 1996 - February 1997*

Manage all aspects of software development for Internet commerce startup. Hire, supervise, and provide project management, prioritization, scheduling, and technical assistance to development leads, program managers, and test manager. Budget and resource allocation, drive technical design, plan and implement development processes, track and report progress for all projects, conduct employee reviews, implement corporate policy, communicate status and requirements to management staff.

- SELF-SERVE ECOMMERCE CLIENT/SERVER

Win32 executable client and an ActiveX client used for Internet commerce. Connected via TCP/IP to SQL Server enabled backend for updated pricing, customer management and reports, credit card processing, etc.

- SELF-SERVE WRAPPER

Win32 toolkit and end-user shell that allowed for encrypted wrapping of product executable. Utilized eCommerce technology above to connect, authorize payment, and receive unlock code.

## ■ Microsoft Corporation, Redmond, Washington

*April 1991 - February 1996*

- TEST (SDET) LEAD, PLAYERNET MULTIPLAYER, 1994-1996

Write C++ API testing code, project management, oversee development progress and quality, technical product design, test strategy, manage test developers (SDETs), gather customer requirements, create feature specifications, prioritize tasks, maintain schedule, hire and allocate resources, performance reviews, career coaching and development. *Served as both Program Manager and Test Lead for two versions of this pre-DirectPlay multiplayer networking technology.*

- DEVELOPER (SDE), VISUAL BASIC 4.0, 1993-1994

Design and develop Win32 code for Microsoft Visual BASIC 4.0 Compiler/IDE and the Office Developer's Kit using C and Visual BASIC itself. Code CD-ROM contents browser, Office Developer's Kit 3.0, OLE object browser, VB 4.0 Setup Wizard/Toolkit, and various fixes to the core Visual BASIC IDE.

- TEST (SDET) LEAD, CAIRO OBJECT FILE SYSTEM, 1991-1993

Test lead for OLE structured storage technology. Define test strategy, write and review test plans and specifications, manage schedule, automation (*harness coded using QuickBASIC*), lead test developers, conduct interviews and employee reviews. Write Win32 COM code in C/C++ to test OLE 2.0 Compound File (IStorage, IStream, etc.) technology.

## ■ ByteCave Inc., Redmond, Washington

*Program and Project Management, Software Development, and Consulting, January 1991 - present*

- SIGNIFICANT PROJECTS AND CLIENTS



- GL/AR/AP/Job Cost/Union Reporting/Web/Mail, R&J Metal Fab, Portland, OR
- LAN/WAN/Security Cameras, Rivers West Apparel, Seattle, OR
- Electrical/Contracting Web Site, Triple R Contracting, Tacoma, WA
- Construction/Contracting Web Site, Greener Construction NW, Snohomish, WA
- LAN/Mail/Web Site, Redmond Assembly of God, Redmond, WA
- Dairy Invoicing and Billing, West Coast Grocery Co., Salem, OR
- Multiuser, Multi-site Point of Sale, Cossette Video, Portland, OR

## TECHNOLOGIES

 C/C++   
  VB/VBA   
  Win32   
  JavaScript   
  Windows   
  BASIC  
 RegEx   
  COBOL Cobol   
 SQL   
 filePro filePro   
 LUA   
 HTML   
 PHP  
**APPS:**  Word   
 Excel   
 Outlook   
 Project   
 PowerPoint   
 Visio   
 SharePoint

## EDUCATION

Bachelor of Science, Software Engineering Management, Grantham University, July 2003

## REFERENCES

*Additional contact information available upon request*

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Todd Haugen	Principal Group Program Manager, Microsoft SharePoint	<i>on request</i>
Matt Stipes	Principal Group Program Manager, Microsoft IEB	<i>on request</i>
Mark Svancarek	Principal Program Manager, Microsoft Win Ecosystem	<i>on request</i>
Steve Jones	President, R & J Metal Fabricators, Inc.	<i>on request</i>
Randy Shedden	Owner, Cottage Industrial Complex, Inc	<i>on request</i>
Robroy Ranger	Pastor, Redmond Assembly of God Church	<i>on request</i>
Craig Henry	Principal Development Manager, Microsoft Game Studios	<i>on request</i>
Tom Basham	Senior Program Manager, Microsoft Activation Server	<i>on request</i>

View my resume online: <http://resume.eizenhoefer.net>