

REBECCA GOLDBERG

Operations Strategy & Design

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Richmond, VA 23229



OVERVIEW

Rebecca is a consultant, facilitator, and author with over fifteen years of experience helping organizations design, assess, and improve operations. She specializes in implementing scale-up models that build capability in companies poised for growth. Rebecca teaches MBA Operations at the University of Richmond and is an Executive Lecturer at the University of Virginia Darden School of Business, where she co-authors with several faculty. She has published over 250 works on Operations Design.

REPRESENTATIVE ENGAGEMENTS

Scale-up

CYBERSECURITY (PRIVATELY HELD)

To scale an internally-developed product that had grown organically to \$3 million, compared external market to product features, built new capabilities to appeal to a selected vertical, created performance metrics, and executed business development plan.

Sales &
Production

PACKAGING/MANUFACTURING (FORTUNE 150)

To improve performance links between sales and production in over 200 facilities, assessed needs and created solution to build specific capabilities in general managers.

Integration

INSURANCE (FORTUNE 250)

To integrate systems and technology after company quickly doubled from 3,000 to 6,000 employees, built and launched data-collection methodology to map and simplify workflows and technology across the Americas.

Market Entry

TELEMEDICINE (GLOBAL FORTUNE 50)

To launch a new business for a large global insurance and services company, conducted comprehensive analysis of US healthcare and telemedicine, quantified corporate capabilities, and crafted market entry plan to optimize and supplement current operations.

EXPERTISE

- Employee Engagement
- Workflow Design
- Forecasting & Inventory
- Data Analytics
- Predictive Maintenance
- Sales & Supply Chain
- Market Entry

EDUCATION

MBA

Darden School of Business, UVA
Charlottesville, VA
2003

BA, AMERICAN STUDIES

Magna Cum Laude with
Highest Thesis Honors
Tufts University, Medford, MA
1997

BFA, PAINTING/PERFORMANCE

School of the Museum of Fine Arts,
Boston, MA
1998

REFERENCES

Tom Cricchi
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Professor | Darden School

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AWARD

ALUMNI CHAPTER LEADER
Outstanding Chapter
Darden School of Business
Year: 2018

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REPRESENTATIVE ENGAGEMENTS (CONTINUED)

<i>Product Innovation</i>	FINANCIAL PRODUCTS (GLOBAL FORTUNE 50) To innovate online finance and insurance products, worked with senior leadership to evaluate market size and profit drivers, planned product changes, and facilitated report-out with twelve C-suite and other senior leaders.
<i>Employee Engagement</i>	CONSUMER GOODS (GLOBAL, PRIVATELY HELD) To increase employee engagement on three continents, including politically unstable regions and emerging markets, developed executive program, built hiring model, and standardized new process for talent management.
<i>Inventory and Performance</i>	PHARMACEUTICALS (FORTUNE 150) To increase productivity across global production facilities, worked with senior leadership to assess forecasting and inventory practices, and designed and facilitated workshops to build management capabilities and improve performance.
<i>Supply Chain</i>	UNITED STATES ARMY To apply private sector sustainability insights to supply chain practices in the US Army, worked with Assistant Secretary to conduct research and circulate white paper to all US bases, and developed new investment criteria based on contribution to mission results (M-ROI).
<i>Performance-Based Pricing</i>	SERVICE/MAINTENANCE (PRIVATELY HELD) To support best use of big data captured from new IoT sensors, researched preventive/predictive maintenance and batch scheduling to reduce labor costs while maximizing value to the customer, and supported move towards performance-based contracts (away from labor-plus markup).
<i>Leadership Development</i>	UNIVERSITY OF VIRGINIA To support leadership development and succession planning for Vice Provost, assessed faculty leadership program, designed capabilities-based development plan for 120 senior associate deans, and created behavioral interview question pool for hiring six new deans.
<i>Pricing Strategy</i>	PROFESSIONAL SERVICES (BIG FOUR) To support sales and a shift to value-based pricing, assessed current operation, and developed a two-day executive immersion to build capabilities in sales and communicating value based on performance.

FACILITATION

- MBA-level Operations
- Executive Education
- Board Meetings
- Officer/Team Planning
- Coaching
- Speaking

SELECTED PUBLICATIONS

BOOK (2014)

Goldberg and Weiss, The Lean Anthology: A Practical Primer in Continual Improvement. *Productivity Press*.

TEXTBOOK (2019)

John Wiley and Sons contributing author, Operations Management: An Integrated Approach, *Wiley/Reid-Sanders*.

OPERATIONS COURSE (2019)

Darden School of Business
Over fifty new technical notes, instructor guides, and case study rewrites for core course.

JOURNAL ARTICLE (2018)

Weiss and Goldberg, "Robust Services: People or Processes?" *Business Horizons*, July/Aug 2018.

WASHINGTON POST (2012-18)

Case in Point Series
Fifteen articles, most published on Sunday, page G2 (*Business*).

CASES / THOUGHT LEADERSHIP

Over 150 cases, teaching guides, and original published research in *Strategy, Operations, Leadership, Marketing, Finance, Ethics, and Negotiations*.