

Alfred W. Kuebler

Al Kuebler is a developer of effective information technology organizations and profitable network service and systems integration activities for international enterprises.

Kuebler was most recently senior vice president for Distributed Systems Management for ABN AMRO, retiring in 2004. His initiatives there included the application of international best practices (both CMMI and ITIL) to improve the quality and responsiveness of all IT services provided to all ABN AMRO financial service businesses in the US, Canada, Mexico and Europe. He also established “linked-destiny” vendor relationships to reduce the total cost of ownership for system acquisition and support as well as a comprehensive client relationship management (CRM) program to benchmark and continuously improve the responsiveness and cost-effectiveness of all IT services, from a client perspective.

As senior vice president and chief information officer for Alcatel, AT&T Universal Card and McGraw-Hill, he reported to the chief executive officer of these enterprises and was responsible for the planning, building and running of all IT services for these businesses and their components. He also participated in and was responsible for the successful integration of acquisitions made during these assignments. In each of these positions, and through a client-focused transformation within IT involving CRM, Kuebler was able to introduce significant beneficial changes directed at avoiding cost, improving service and increasing revenue through more effective and proactive application of IT services.

As director of process engineering for Europe/North America Citibank Credit Card Division, his initiatives included: applying business process engineering and new technologies (i.e., imaging) to more rapidly resolve client issues with better IT enablement; establishing proactive cardholder relationship capabilities through data modeling and analytics; and the development of new electronic commerce offerings via the Internet.

As senior deputy director and CIO Information Systems & Technology (IST) for Los Angeles County, Kuebler again commercialized the entire IT organization using CRM and, reversing the previous trend, annual billings grew from \$155 million to \$235 million. Decentralized IT functions were voluntarily centralized within IST; competitive benchmarking was institutionalized; best practices were introduced and an advanced technology laboratory was established to showcase IT offerings; and, due mainly to growth, the unit transaction price to each county department was significantly reduced.

Kuebler began his career with Computer Sciences Corporation in various assignments for the US Army (Hawaii), Canadian Ministry of Defense (Ottawa), Marshall Space Flight Center (Huntsville) and the UK Data Processing Service (London) and others. Eventually headquartered in Europe (Brussels), he was responsible for directing all CSC Europe consulting and project operations in Switzerland, Germany, Netherlands, Belgium and the United Kingdom.

Since 2004, Kuebler has provided IT and general management consulting support to a large supermarket chain, an international petroleum products enterprise, and a client service representative business and others. These assignments mainly dealt with the introduction of best practices and CRM’s transformation capabilities. During this period, Kuebler has also been a requested lecturer at the graduate management schools of NYU and De Paul – Subject: “Quality In Systems: How To Get It And Keep it”

While at AT&T Universal Card, he was part of the management team that was awarded the Malcolm Baldrige National Quality Award in the Service Category by the US Department of Commerce. He is also a regular contributing author to CIO magazine and Computerworld’s IT management publications.

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