

CHIEF INFORMATION OFFICER / VP / HEAD OF INFORMATION TECHNOLOGY

DISTINCT VALUE OFFER: *Strategic business and technology vision and execution leadership delivering global business transformation.*

“PAUL DELIVERS” ... “FUNDAMENTAL TO OUR SUCCESS”

RARE COMBINATION OF STRATEGY DEVELOPMENT AND EXECUTION ... DEEP UNDERSTANDING OF WHAT IS REALISTIC

Panoramic executive vision honed through a progressive record of global experience across industries: Technology strategy and planning, operational management, software development, program management, governance, and process improvement.

Long-term technology perspective, strategic business savvy, and expert tactical management. Unwavering business partner who keeps the IT organization aligned with business goals, quickly addressing gaps to realize objectives through implementation of process improvement and controls across the spectrum of technology functions: Applications, infrastructure, desktop support, business relationships, contracts, and compliance. Career mix of consulting and internal leadership offering a balanced perspective of operations from the outside and the inside. High visibility communicator with a deep network of strategic IT and project management leaders and broad industry exposure from a dynamic background of publishing and presentations.

Deliberate ... Calm under pressure ... Passionate when time to shake things up

— HIGH-VALUE BUSINESS IMPACT —

- ✓ **Drove culture change achieving IT-business alignment by building mature business-process capabilities** that transformed perception and value of Eppendorf Inc.'s Information Technology organization to top-line business partners.
- ✓ **Created and led global project, portfolio, and technology architecture governance processes establishing spin-off of Mead Johnson Nutrition from Bristol Meyers Squibb.** Piloted three-year \$200M+ program.
- ✓ **Led global multifunction teams with general management accountability of IT program management, finance, and operations** resources directing SAP AG's worldwide project management strategy.

SELECT AREAS OF EXPERTISE

- Business-Aligned IT Strategy, Budget, and Operations
- Information Management and Technology Leadership
- Service Provider Management and Negotiation
- Business Process and Systems Improvement
- Global Infrastructure and Application Architecture & Delivery
- Technology and Information Governance
- Enterprise Risk, Cost, and Regulatory Management
- Technology Investments and Acquisition Direction
- Program and Project Management

PROFESSIONAL EXPERIENCE AND MILESTONES

- **EPPENDORF, INC.** – Enfield, CT 2012 – Present
\$700M (2013) life science development company selling instruments, consumables, and services to laboratories in pharmaceutical, biotech, chemical, and food industries through subsidiaries in 25 countries and an international distributor network. Employs 2,800+ internationally.

EXECUTIVE DIRECTOR - INFORMATION MANAGEMENT – AMERICAS: *Recruited by CEO to lead acquisition integration efforts and unite IT organization value delivery across all IT functions. Built a cohesive culture focused on business process, service, and cost improvements.*

Selected to head Americas IT operations, in a regional Chief Information Officer role reporting to Eppendorf Inc. CEO and Eppendorf AG VP and CIO. Lead five direct reports and team of 19 in business relationship management, application services (ERP, CRM, eBusiness, production, R&D), and infrastructure operations, including data center, network, and telecom, ensuring excellence in the delivery of IT services to 600+ employees. Control \$10M budget.

- **Drove sales efficiencies through installation of CRM with mobile capabilities, resulting in a 22% YOY increase in quotes per salesperson** and 7.5% YOY increase in approved quotes within three months of execution.
 - Escorted the North American sales system and sales operations into the 21st century, replacing 13-year-old system with CRM software that enabled mobile phone/tablet quote creation, and review and approval features.
- **Identified acquisition-integration-related ERP, mail, telephone system duplications and rationalized strategic system replacements** that delivered \$240K in annual savings while enhancing infrastructure.
 - Instituted Infor LN ERP as a global standard, replacing Oracle ERP for realization of \$100K in maintenance and consulting annual savings.

Executive Director – Information Management, Eppendorf, Inc. / Integration rationalization continued...

- Decommissioned redundant Microsoft Exchange domains and Lotus Mail, with Lotus retirement delivering \$50K in annual savings from license fees and hardware reuse.
- Standardized mobile platform to iOS from a Blackberry-iOS mix, yielding increased CRM productivity while generating annual savings of \$90K through wireless provider consolidation.
- **Implemented new call center and field service solution with call recording capabilities, minimizing business risk and energizing sales pipeline** through optimized cross-selling that delivered 80% of all new opportunities.
 - Delivered a 15% monthly improvement in cross-selling leads within first month of implementation, improving response time by passing opportunities directly to sales through segregation of dealer and customer inbound routing.
 - Complied with EHS, FDA, and HIPPA regulations for serious incident reporting with new call center software capturing 60+% of customer problems and service request recordings, up from <10% with limited legacy system.
 - Achieved escalated reporting of serious incidents to service, manufacturing, and engineering through automated classification and routing of call center service reports.
- **Created a business-centric culture, driving process improvements across the business, including a 20X reduction in cycle count inventory transactions** (3,000>200 per quarter) and a 24% increase in first-time accuracy of order execution, to 99+% from less than 75%. Built and developed process capabilities that offered true business partnerships aligned to strategic business objectives.
 - Refocused position classifications with more weight on business process expertise. Mapped business functions to expert IT support in production, R&D, and customer support services.
 - Developed and launched curriculum to enhance formal business analysis and project management skills. Propelled business and IT-process expertise capabilities throughout the business, training staff in business analysis and project management, and executing a job rotation program.
 - Hired staff for three new business process roles in production, R&D, reporting/analytics.
 - Deployed new business-focused, process-savvy staff, establishing IT business partners in previously unsupported sales, service, and marketing headquarter groups.
- **Delivered \$200K in one-time savings and more than \$69K in ongoing annual savings, rationalizing IBM and Oracle usage.** Led strategic negotiation and reconfiguration activities cutting license, support, and hosting charges.
 - Cancelled Oracle maintenance one-year prior to end-of-life and renegotiated hosting coverage, yielding \$75K in one-time cuts, \$44K per year in first two years of hosting, and \$63K in final five years.
 - Reconfigured Lotus servers, negotiating \$50K in one-time charges and \$25K in annual ongoing IBM savings.
- **Reversed a history of negative IT general controls audits in user access processes**, accomplishing positive audits in 2012 and 2013. Integrated user access review in annual license entitlement review processes, limited admin rights from consultant and non-admin staff, and tightened Oracle ERP system access request procedures.

■ **MEAD JOHNSON NUTRITION** – Evansville, IN

2009 – 2012

\$4B (2012) global manufacturer and marketer of infant and children's nutrition products sold in 50 countries. Employs 7,000+. Mead Johnson is an independent public company, following its split from Bristol Meyers in February 2009, with IT separation complete in November 2011.

GLOBAL DIRECTOR, PROGRAM MANAGEMENT - INFORMATION MANAGEMENT: *Tapped to structure and direct global project and portfolio function leading \$200M+ post-IPO organizational transition and transformation program and executing new IT paradigm that delivered a 78% reduction in legacy applications and installed a disciplined ITIL-compliant process structure driving further cost reductions.*

Defined process and governance structure for standalone IT department, leading global three-year program and execution of all portfolio deliverables for separation of IT organizational structure and operations from parent company. Proposed and secured management committee approval of portfolio, resource, and technology architecture structure. Managed 8 direct reports and 18-member team, directing contract, budget (\$100M+), process, portfolio, project management, and learning operations. Reported to Vice President and Chief Information Officer. Provided hands-on leadership of program office directing program management, technology, and contract negotiations.

- **Designed and piloted program achieving on-schedule and in-budget completion of all Mead Johnson spin-off deliverables while building a best-practice program management organization** that drove immediate results toward service delivery improvement mandate.
 - Outsourced data center, network, telephony, and application support functions as part of IT separation, driving consistent service delivery improvements through increased internal competencies through talent initiatives and process discipline.
 - Defined and installed disciplined ITIL-compliant process map and support platform.
 - Achieved a 1.3% reduction in IT costs as percent of revenue (3.3% pre IPO > 2.2% in 2012 as a result of enhanced budgeting, contract change, issue, risk, and dependency management processes.
- **Rightsized team to 18, from 22, with reduction attributable to significant improvements from outsourcing and process efficiencies** and strategic realignment / transfers.

Global Director, Program Management – Information Management, Mead Johnson Nutrition, continued...

- **Slashed more than \$30M in one-time and ongoing costs, taming scope creep and reigning in expenses** through contract analysis, negotiations, and supplier rationale.
 - Identified inflated estimates in infrastructure, SharePoint, and SAP contracts, and achieved provider consensus in server virtualization accounting, eliminating \$15M in potential data center overcharges.
 - Generated annual savings of \$1M negotiating lower software costs and improving cash flow on high-dollar contracts. Prioritized software transfers and consents from parent company, minimizing vendor audit risks.
 - Overachieved budgeted application and network forecasts, saving \$10M through provider negotiations and rationalized service levels.
- **Served as key strategic contributor in the planning and execution of worldwide information management and R&D project portfolio, capital planning, and resource management processes and infrastructure.** Chaired global portfolio strategy group and contributed to global capital planning committee.
 - Delivered service and financial improvements in project and resource management operations for global IT and R&D organizations, as champion in the selection, bid, and implementation of Planview portfolio management solution, as new corporate function enabling strategic initiative planning and resource allocation.

■ **SAP AG** – Walldorf, Germany

1997 – 2009

€10.25B (2007) multinational software corporation producing enterprise software for corporate customers worldwide.

HEAD OF GLOBAL PROJECT MANAGEMENT OPERATIONS – SAP BUSINESS OPERATIONS (2007-2009): *Promoted to head global project management strategy and processes in newly created role. Led cross-functional project management, development, IT, and operations contributors in roll-out of new field services internal ERP platform, optimization of sales and delivery operations, and the realization of project maturity and professional development enhancements.*

Directed global project management and development team of 23, steering project management strategy guiding seven regional project management groups, 1300 program/project managers, and program management community of 4500+ team leads. Coordinated allied IT, finance, and operations resources in PM initiatives. Managed €6M operations budget and €30M ERP software development budget. Reported to Global Head of Business Operations, Office of the CFO.

- **Delivered 150 more project engagements than prior year (500 to 650)**, designing and leading project management optimization strategies including management maturity and talent development programs.
- **Included full engagement lifecycle in expanded SAP ERP project controlling platform**, used by 1300 project / program managers. Ensured maturity improvements implementing SAP project and knowledge management portal.

FELLOW, PORTFOLIO STRATEGY GROUP – OFFICE OF THE CEO (2007): *Developed SAP's 2008–2011 on-demand strategy of the large enterprise market in select Fellow role, producing a €177M increase.*

Designed strategic plans and technology platform roadmaps guiding development, acquisitions, and partnerships opportunities in targeted on-demand and SaaS segments, in collaborating with cross-functional Board leadership teams

- **Drove on-demand revenue increase of €177** through design of SAP SaaS hybrid solution for large enterprises.
- **Created “Office of the CIO” economic buyer profile guiding 2010–2015 market planning.**

DIRECTOR, GLOBAL PROJECT MANAGEMENT OFFICE – SAP PROCESS EXCELLENCE (2004-2007): *Selected to pilot new project management maturity initiative, delivering project capture and revenue increases, improved customer satisfaction rankings, and a 94+% increase in public references. Championed project management best practices, increasing number of certified PMPs by 400.*

Coordinated three direct reports and managed 16 consultants delivering development and capabilities improvements that produced top-line revenue, project volume, margin, and customer satisfaction results. Controlled €6M budget and collaborated with five regional directors. Implemented project-controlling ERP platform, yielding 150% growth in prime project capture, with resulting €0.4B revenue and 3.1% margin improvement.

GLOBAL SUPPORT MANAGER – SAP AMERICA (1999-2004) / CONSULTANT (1997-1999): *Chosen as one of select group of identified “top talent” for accelerated learning trajectory, earning global alliance / strategic account partner management role. Built a global practice in support of global alliance and partnership accounts valued to \$25M. Managed up to 200 local and offshore contributors.*

EARLIER EXPERIENCE: Manager Geodata Services, Roadshow International; Director of Operations - Troika Multimedia

EDUCATION AND PROFESSIONAL DEVELOPMENT

Master of Business Administration, F.W. Olin Graduate School of Business, Babson College – Wellesley, MA (1997)

Bachelor of Arts in Economics / Bachelor of Arts in History, George Mason University – Fairfax, VA (1989)

Project Management Professional (PMP), Project Management Institute (PMI)