

ENELOW—KURSMARK EXECUTIVE RESUME TOOLKIT

**Definitive Guide to Strategizing, Writing, Formatting,
and Designing Resumes for Senior Management
and Executive Opportunities**

Gallery of Executive Resumes

Group 4: Technology Executive Resumes

Our satisfaction in writing resumes for our executive clients comes from the uniqueness of each person and each project. It is exciting to uncover an executive's brand and communicate it overtly on paper! It is a thrill to transform a bland, ho-hum resume into a sizzling marketing document with value and benefits that practically jump off the page! Yet, within all of that excitement and creativity, we appreciate having just a bit of structure to guide our development and presentation of career material. We don't have to reinvent the wheel every time; we can simply give it a different, entirely personal spin.

Thus, as you review the resumes in this Gallery, you will notice similarities in structure and organization. In fact, the resume formats illustrate the strategies we recommend as best-in-class for executives, as described in Section 1 of the Executive Resume Toolkit. Yet each document is unique—the language, content, structure, and emphasis were all carefully chosen to best showcase the specific information from that particular executive's life and career.

As you read each resume, we think you'll understand why we chose the format, language, organization, and presentation that we did; but for some insights into our thought process, first review the notes that appear on the following seven pages.

Most importantly, use the examples in the Gallery to inspire and assist you in crafting your own perfect, and perfectly unique, resume.

GROUP 4: TECHNOLOGY EXECUTIVE RESUMES

- 1. Sami Huang** **3**

Note the two sections under the current job description used to highlight leadership and technology achievements as a strategy to communicate the strength of both career tracks. Specific technology qualifications are included in the last section to allow previous information to focus primarily on organizational leadership, management, and financial competencies.
- 2. Mary P. Loughlin** **5**

Because the resume starts with a headline-format branding statement, the reader is immediately aware of the strength and diversity of this candidate's technology portfolio. The resume places equal emphasis on technology skills and management/leadership competencies.
- 3. Stanley Krawchek** **7**

Note that the summary positions Stanley as "VP, Director, or CIO" while his most recent title was "Project Manager." The challenges and results detailed throughout his career make a strong case that he is ready for the next level.
- 4. Richard D. Grunert** **9**

Being recruited to key positions is one of the most effective strategies to communicate that this candidate is a "hot commodity" who has been aggressively sought for top-level assignments.
- 5. Cynthia Preston** **11**

A Highlight subheading is used to draw attention to the most significant achievement of each position, with a good bit of detail provided for each of those significant stories.

INFORMATION TECHNOLOGY EXECUTIVE

***Delivering Advanced Technology Systems, Solutions, Architectures & Applications
To Meet Performance Goals, Operating Requirements & Financial Objectives of High-Growth Enterprises***

Technology Leader who thrives in challenging, fast-paced IT organizations focused on the development and deployment of new technologies to drive growth, performance improvement, revenues, and profitability. Equal blend of business manager and technologist able to lead multicultural, global project teams through accelerated technology development. Extensive experience managing offshore development teams in China. Strong problem-solving skills.

Strategic IT Vision
Budget & Resource Management
Productivity & Efficiency Improvement

Advanced Technology Solutions
Project Lifecycle Management
Organizational Leadership

Team Building/Leadership
IT Quality Management
Cross-Cultural Relations

PROFESSIONAL EXPERIENCE

EMPIRE FINANCIAL CORPORATION, Houston, TX

1994 to Present

Promoted rapidly through a series of increasingly responsible, mission-critical technology leadership positions. Advanced based on expert technology qualifications in combination with strong performance in team leadership, project management, resource management, new product development, and strategic technology planning/vision.

Vice President / Senior Architect – Equity Trading Systems (2002 to Present)

Recruited to high-profile position leading the information technology organization for the \$300 million Equity Trading Systems Division. Challenged to lead IT through accelerated development to support rapid growth of business unit. Work with EVP of IT/CTO and EVP of business unit to identify organizational needs, develop strategic technology plans, and execute technology initiatives, conversions, upgrades, and new product plans. Manage \$2–\$3 million in annual operating budgets and \$10+ million in annual project budgets.

Leadership Responsibilities & Achievements:

- Created high-performance technology infrastructure, architecture, systems, and applications to support business growth from \$100 million to \$200+ million in annual revenue. Continually upgrade systems to maintain pace with 40% average annual growth in trading volume and customer base.
- Pioneered Empire's entry into offshoring and recruited/led China-based technology development team. Success of project resulted in growth to over 300 personnel in China supporting IT development projects throughout the entire corporation.
- Designed a complex quality review process to ensure the viability of all new systems and applications.
- Recruited, trained, and currently direct a team of 40 technologists, programmers, systems analysts, and systems engineers in both onshore (Houston) and offshore (China) locations.

Technology Projects & Achievements:

- Planned, architected, and led \$2 million, 1.5-year project to develop Equity Solutions, a highly scalable global equity trading/routing/crossing system. Delivered a 20-fold increase in performance over previous legacy system and created the infrastructure to support 40%+ annual growth.
- Delivered an innovative porting solution, from DEC Alpha to AIX 5.1, to enhance performance of existing Lattice software while new equity system was under development. Reverse-engineered and re-architected core system, providing increased functionality with new technology and system design.
- Led global FIX connectivity project with FIXHUB for buy-side to sell-side electronic trade communication. Implemented internally within Empire and as a service bureau for other brokerage firms. New technology generated \$2 million in new revenue in 2005; \$5 million in 2006; \$7.5 million projected for 2007.
- Currently orchestrating development of Global Sell, scheduled for rollout in 2007 and projected to generate a strong new revenue stream for Empire. Lead 12-person team in developing advanced, multi-asset call cross system for clients to provide confidentiality and eliminate market impact.

Assistant Vice President / Architect (2000 to 2001)

Led development and launch of high-priority, strategic IT initiative to increase Empire's competitive market position worldwide. Designed and delivered the company's first-ever information delivery portal (my.statestreet.com), an architecture integrating all customer information delivery applications into one consolidated system. Defined front- and back-end architecture, implemented additional business portals using IBM technologies, and delivered complex system on time and within budget.

Senior Officer (1999 to 2000)

Systems Officer (1996 to 1998)

Senior Systems Analyst (1995 to 1996)

Systems Analyst (1994 to 1995)

Advanced quickly through several technology and project leadership positions developing client/server and distributed systems IT applications for the Cash Systems Division. Managed complete project lifecycles, from initial requirements and concept development through functional needs assessment, development, testing, documentation, and delivery. Led software development teams. Evaluated/recommended new technologies.

FIELDER & SONS ENTERPRISES, INC., Houston, TX

1993

Software Engineer – *Market activity/FDF application to report on trades, settlements, and FX*

MEMPHIS TECH UNIVERSITY, Memphis, TN

1990 to 1992

Graduate Research Assistant – *Artificial neural network to model manufacturing processes*

CHINESE BUSINESS PARTNERS, China

1987 to 1990

Software Engineer – *3D modeling CAD software for engineering design company*

EDUCATION

M.S., Industrial Engineering (Artificial Neural Networks), Memphis Tech University, 1992

Bachelor of Technology, Regional Engineering College, China, 1987

Extensive corporate-sponsored **management and leadership training**

TECHNICAL PUBLICATIONS & PRESENTATIONS

Co-authored numerous technical papers throughout career. Recent publications and presentations include:

- "Achieving High Quality in Outsourcing Projects Through Intensive Programming," AAA International Conference, 2004
- "Business Rules and Their Impact on Large Legacy Systems," 19th Asian Working Conference on Software Maintenance and Reengineering, 2004
- "Human Factors in Legacy Systems," AAA International Conference, 2004
- "Extreme Programming in Global Software Design & Deployment," AAA North American Conference on Electrical & Computer Engineering, 2004

TECHNOLOGY PORTFOLIO

Operating Systems: Windows 98-XP, AIX, Solaris, RedHat, Linux, UNIX

Development Tools: Java, JDBC, C/C++/Visual C++, MFC, WebSphere, J2EE, RAD 6, JMS, Visual Studio.NET, COM/DCOM, COM+, MTS, SQL, ODBC, CVS, ClearCase, Rational Rose, OWL, LISP, Xlib, HTML, XML/XSL, JMS, RogueWave, DBTools, H++, ATL, Stingray Objective Studio, FIX

Applications: MS Office, Project, Visio, Oracle 8i/9i, SiteMinder, Sybase, Sonic MQ

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INFORMATION TECHNOLOGY EXECUTIVE

**Creating, Developing & Directing Integrated Systems, Solutions, Architectures,
Infrastructures, Networks, Databases, Internet & E-Commerce Technologies**

Lead from a position of power at the intersection of business and technology to optimize organizational performance, efficiency, quality, productivity, and profitability. Provide a clear and decisive technology vision; build high-performance, cross-functional project teams; anticipate emerging technological advances; and capture new business/revenue opportunities.

PROFESSIONAL EXPERIENCE

Senior Program Manager

2003 to Present

IBM CORPORATION, Boston, MA

Accepted unique opportunity as Program Manager for IBM's XRP Program (\$20 million initiative to identify, recognize, and maintain relationships with 3000+ "Most-Valued Professionals" worldwide, all of whom are recognized experts in IBM technology and none of whom are IBM employees). Developed and delivered a completely new version of XRP-facing website with unique features available only to MVPs.

Subsequently recruited to RDF, the parent organization for the MVP Program and a distinct operating division within the IBM organization. Promoted to Senior Program Manager to provide strategic technology leadership and direction for the development of cross-business unit solutions. Manage teams of software development and engineering professionals in the US, China, and India. Control annual project budgets.

- Spearheaded seamless integration of IBM Certified Engineering Program with IBM Management System (internal corporate resource) to accelerate the accurate identification of MVP prospects and enhance MVP user experiences.
- Created multilingual content-management capability for MVP Program and facilitated successful global implementation with MVP regionalization programs throughout Europe and Asia/Pacific.
- Restored previously failed relationships between various IBM organizations to enhance cooperation on cross-divisional projects and opportunities.

Chief Technology Officer

2000 to 2002

HOMER INTERACTIVE, Boston, MA

Promoted from Engineering Manager to Chief Technology Officer within three months of hire to orchestrate a complete reengineering and relaunch of company's core technology (software that provides e-enabling and Internet-interfacing capabilities for care practitioners and their patients).

Scope of management responsibility was significant and included long-range strategic planning, VC road shows, market planning, new product development, features definition, pre-sale technical support, cost management, and quality improvement. Led 16-person UK-based software development and US-based technology team. Reported directly to President.

- Achieved/surpassed all first-year technology goals and business objectives within six months. Improved system operational reliability from 15% to 97%, reduced installation costs 75% through strategic outsourcing, and increased customer base 400% (20 to 100+ accounts).
- Built US-based technology installation and support organization. Established formal installation procedures, recruited/trained all personnel, and implemented stringent performance controls.
- Produced six complete software releases, from design through ship, and four complex partnered integrations with office management software providers to create customized turnkey solutions.

Infrastructure Manager

2000

GLOBAL TECH SYSTEMS, INC., Newton, MA

Recruited by VP of Technology to join start-up technology venture developing software for real-time processing of international shipping fees, duties, and tariffs within e-commerce shopping cart technologies. Challenged to build multi-tiered technology infrastructure for the corporation and its commercial Internet product. Led team of 10 IT reports in Denver, Los Angeles, NYC, Paris, and Rome.

- Within five months, and in cooperation with VP of Technology, built robust technology infrastructure and network to support both internal and external operations. Built/implemented telecommunication system and intranet, established data center, and positioned company for imminent market entry.
- Acquired over \$500,000 in hardware assets with no capital outlay.

National Practice Manager – e-Business Services

1999 to 2000

DOVETAIL GLOBAL SERVICES, Baltimore, MD

Recruited to new business unit delivering e-business/Microsoft solutions to key national accounts (Toyota, Amica, E-Florist.com, Starwood Hotels). Provided high-level technical support to national account sales teams and led high-profile technology development and implementation projects. Traveled nationwide.

- Achieved 200% of target utilization (billable hours) on critical, high-visibility development contracts.
- Led software design and engineering teams developing and deploying multi-site, enterprise-wide Internet and e-business solutions (shopping carts, back-end interfaces, complex code reviews).

Founder & President

1992 to 1999

LOUGHLIN TECHNOLOGY SOLUTIONS, Gaithersburg, MD

Built new consulting firm to capitalize on emerging networking and infrastructure management technologies. Dual responsibility as both business manager (sales, marketing, finance, CRM) and technology design engineer (systems development, documentation, project implementation, user training/support).

- Delivered 100% revenue growth for seven consecutive and profitable years.
- Won the 1997/1998 “Small Business of the Year” award from the local Chamber of Commerce.
- Retained by Martin Marietta for development of phase 2 of Manufacturing Product Data Management System following successful project leadership performance while previously employed by the company.

Senior Engineer

1988 to 1992

MARTIN MARIETTA CORPORATION, Baltimore, MD

Led project engineering teams in design and implementation of the Enterprise Product Data Management System (Phase 1), first-generation system to computerize internal design management capabilities.

Software Engineer

1986 to 1988

RHI Corporation, Linthicum, MD

Developed 25,000-line FORTRAN computer program for the US Army. Secret Security Clearance.

EDUCATION & PROFESSIONAL AFFILIATIONS

MBA Candidate, University of Baltimore (4.0 GPA)

BS, Mechanical Engineering, Boston University, 1985 (Cum Laude)

Programming Instructor, ITT Technical Institute
Charter Member, Montgomery County Leadership Institute

INFORMATION TECHNOLOGY EXECUTIVE

VP • Director • CIO

Strategic, growth-focused technology leader who approaches IT from a business mindset and uses decisive leadership skills to drive critical initiatives through complex, dispersed organizations. Expert at devising business process solutions that support stringent reporting, compliance, security, and government certification requirements.

- Spearheaded business integration of 2 merged billion-dollar-plus companies, devising and executing \$10M project plan that projects positive ROI in just over 2 years.
- Led \$28M SAP implementation for Channel Communications, on schedule and 17% under budget.
- Created blueprint for successful ERP implementation across Channel's nationwide radio division.

Natural problem-solver with proven capabilities in project management, team building, contract and vendor oversight, and cross-organization collaboration; adept at developing business-wide technology strategies, building a business case, gaining executive and staff buy-in, driving rapid progress, and managing significant change from both technology and end-user perspectives.

Technology expertise includes applications, infrastructure, desktop support, Java- and web-based systems, client/server environments, communication technologies, SQL databases, SAP/enterprise systems, and all Microsoft systems, platforms, and applications.

EXPERIENCE AND ACHIEVEMENTS

CHANNEL COMMUNICATIONS

New York, NY, 1999–Present

Project Manager: EZ Communications Acquisition Integration, 12/06–Present

Hand-picked to drive business transition for \$2.7B spin-off of Channel's radio division to EZ

Communications. Orchestrating complex, business-wide initiative to build new operational infrastructure for the merged entity that doubled the size of Channel Radio and created the third-largest radio broadcaster in the U.S.

As senior IT executive reporting to VP Finance, manage \$10M budget and a team of 25 business and technology professionals dispersed nationwide. Project scope encompasses business policies and procedures, business management systems, HR and payroll systems, IT infrastructure, and broadcast and engineering systems/facilities.

- Developed comprehensive business plan—selecting optimum systems, designing new operational procedures, and streamlining business processes to deliver measurable bottom-line benefits: 10% headcount reduction and rapid 2.3-year payback on \$10M project investment.
- On schedule and on budget to complete project by third quarter 2007.

Project Manager: Channel Radio SAP Integration, 2002–2006

Drove successful implementation of SAP for 23 North American media outlets. Led project for the division and collaborated with additional 18 project managers across the entire Channel enterprise on \$500M, multi-year implementation. Rolled out multiple project initiatives related to software configuration and deployment, business process reengineering, and process migration. Built and led dispersed Site Rollout team, managing \$28M budget with full accountability for quality, timeliness, and completion of all project deliverables.

- Successfully delivered project on aggressive schedule and 17% under budget.
- Devised and led an extensive communication and education program, building widespread acceptance and support for significant change affecting every aspect of daily business life for 5000-employee division.

CHANNEL COMMUNICATIONS, continued

IT Project Manager: Radio Division, 1999–2002

Brought on board to rescue a faltering ERP implementation. Hit the ground running, rapidly resolved software and hardware problems, and completely stabilized the system in 30 days. Subsequently led additional critical projects for the nationwide business units. Managed contract vendor relationships.

- Created and managed annual operating plan for financial business systems.
- Drove the development of intranet/extranet for all ABC business units.
- Served as business unit lead for the functional and technical integration of e-procurement initiatives.

METRO TECHNICAL SOLUTIONS—Professional Services

Newark, NJ, 1999

IT Project Manager

Hired for combined insurance/business/technical expertise; quickly resolved urgent problems with a key client project and remained as contract employee to manage full lifecycle implementation of policy and claims administration software for property and casualty insurance companies.

- Performed detailed requirements analysis of clients' business processes for integration with new software.
- Closely mapped data conversion processes and executed detailed testing scenarios to ensure data integrity.

HI-TECH ASSOCIATES—Professional Services

White Plains, NY, 1998–1999

Senior Implementation Consultant

Brought deep business/systems knowledge to hands-on technology role. Managed full lifecycle implementation of general ledger and accounts-payable software and provided end-user training on all applications.

ERNST & YOUNG—Financial Solutions

Hartford, CT, 1997–1998

Business Systems Analyst, 3/98–9/98

Defined and developed best business practices in support of a major project to develop and implement a proprietary reinsurance business process system in a client/server environment. Led a team of application testers in meeting strict project deadlines for testing and documentation processes.

Insurance Accountant, 1997–1998

Provided specialized insurance accounting services for a \$50M book of business. Analyzed and reconciled transactions; prepared month-end adjustments; project team member for statutory annual statements.

EDUCATION

Bachelor of Science in Business Administration, 1996: University of Connecticut, Storrs, CT

PROFESSIONAL CREDENTIALS

- PMP (Project Management Professional): Project Management Institute, currently pursuing; anticipated 2007
- MCSE (Microsoft Certified System Engineer): Microsoft Corporation, February 2001
- Citrix Certified Administrator: Citrix Systems, Inc., January 2003

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INFORMATION TECHNOLOGY EXECUTIVE

***Strategic IT Leadership / Information Services & Solutions / Rich Media Delivery Networks
Web Content Management / E-Commerce & E-Marketing / Data Security / Wireless Technologies***

Information Systems & Technologies Manager / Executive Vice President with 20+ years leading the development of high-quality, high-performance technology organizations. Combine strategic leadership with astute technical operating management to achieve technology excellence and support corporate financial goals. Expertise:

- Strategic Planning & Oversight
- Resource Planning & Deployment
- Acquisitions & Technology Integration
- Systems Configuration & Migration
- Professional Services Delivery
- Technology Product Lifecycle Management
- Technology Development & Commercialization
- Technology Enhancement & Optimization
- Multimedia Technology Integration
- Advanced Telecommunications Technologies
- Key Account Relationship Management
- Marketing & New Business Development

PROFESSIONAL EXPERIENCE

DYNAMIC TECHNOLOGIES, INC., Montgomery, AL

2002 to Present

Global provider of website and web content management services (e-marketing and e-commerce tools)

Co-Founder & Executive Vice President

Recruited by former IBM executive to orchestrate the start-up, development, and operating management of a new US-based venture following acquisition of technology developed by Widget, Ltd. (French company). Scope of leadership responsibility is extensive and includes strategic planning, product development/management, service delivery, marketing and new business development, accounting, infrastructure development, and corporate administration. Shared P&L responsibility.

- Pioneered successful market launch of Dynamic Web (web content management product suite), created portfolio of multimedia marketing communications, launched reseller program, and captured an immediate \$500,000 in annual revenues.
- Ignited sales and distribution by negotiating key business partnerships with third-party distributors throughout North America. Opened first new accounts in key markets (schools, libraries).
- Sharpened product performance with creation/implementation of tools to manage/track in-house project/product development, defect tracking, and customer service/satisfaction.
- Guided seamless transfer of organization's server farm from France to the US.
- Currently revitalizing corporate offerings to enhance scalability and create a more robust commercial product, while slashing operating costs by partnering with outside development team.

CRESTAR TECHNOLOGIES, Montgomery, AL

2000 to 2002

Early-stage venture developing software for authoring/transmission of rich media over digital networks

Vice President – Professional Services

Recruited by principal investor to spearhead development of a global multimedia delivery infrastructure as part of Crestar's long-term growth plan. Following close analysis, recommended complete shift in corporate direction to maintain focus on software development, partner with Tier 1 Service Provider to utilize its networking competencies, and create/lead a professional services organization.

- Partnered with Tier 1 Service Provider (Nextel) for creation of delivery network infrastructure leveraging Crestar's software technologies and professional services capabilities. Resulted in immediate corporate growth and improved profitability.
- Built Professional Services Division that generated \$500,000+ in business prior to full-scale software product release. Positioned Professional Services as the #1 revenue stream within the corporation.

- Instrumental in leveraging organizational expertise in cutting-edge networked multimedia, resulting in award of two feasibility grants by the National Science Foundation (distance learning) and NASA (networked rich media). Captured \$1+ million in new revenue.
- Led team that closed the first streaming media engine sale (Nextel's fiber-optic network). Cultivated relationship with Verizon Labs for projects involving advanced synthesis and Avatar technologies.

IBM CORPORATION – COMMUNICATIONS DIVISION, Rochester, NY

1996 to 2000

*\$10 billion global provider of network and communication solutions***High-Availability Network Consultant / Network Consulting Engineer** (1998 to 2000)
Systems Engineer III/II (1996 to 1998)

High-profile technology position as a member of IBM's Center of Expertise team, working to identify, define, and capture industry best practices for creation/operation of large mission-critical networks for key corporate accounts. Direct liaison between IBM executives, IBM sales teams, and client technology and management teams to deliver best-in-class products, services, and solutions.

- Presented innovative technology solutions that optimized network performance, capabilities, and reliability and maintained IBM's lead position in the large networking market.
- Instrumental in positioning key corporate client (General Motors) for Six Sigma certification by boosting network availability and efficiency. Guided other sophisticated network enhancement projects for Dow Chemical, Toys 'R' Us, and Sears.
- Delivered network engineering and design solutions for major networks in the financial services industry for Mellon Bank and Signet Financial Services.

SMYTH SOFTWARE, INC., Rochester, NY

1994 to 1996

*\$6.8 million provider of financial business software and services to international clients***Manager of Information Systems**

Senior IS Manager with full responsibility for strategic planning, leadership, administration, staffing, and daily management of the entire IS organization (including all information technologies, network architecture, and email and phone/voice mail systems). Led a team of in-house technologists and consultants through multi-tiered redesign, optimization, and enhancement of all internal technical capabilities.

- Contributed to 400% corporate growth through strong and decisive leadership of information systems and technologies to support rapid expansion.
- Planned and orchestrated a series of major technology development and installation projects:
 - Design and integration of company's first wide-area network (WAN) to support acquisition and facilitate seamless technology integration.
 - Implementation of company's first FTP server and design of first web server and site.
 - Implementation of company-wide email system and full-scale Internet connection.
 - Transition from Novell-based network to NT-based solution.
 - Redesign of LAN technology and capabilities.

NEW AGE ASSOCIATES, Rochester, NY

1992 to 1993

IT Specialist recruited to upgrade the entire information delivery process. Promoted to **Manager of Information Systems** directing internal IS operations and delivery of customer data services.

THE COMPUTER CENTER – ROCHESTER ASSOCIATES, Rochester, NY

1990 to 1992

Consultant promoted to **Managing Consultant** directing technical, networking, and customer support operations for precursor to cyber cafes.

EDUCATION: **B.A.**, Political Science, State University of New York at Oswego
Graduate, 500+ Hours of Technical Training including MCP Designation

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Senior Executive: Information Technology

HOTEL / RESORT / TRAVEL / HOSPITALITY INDUSTRY

Strategically focused technology executive with an exemplary record of planning and delivering high-quality, dependable IT systems and services aligned with long-term business objectives. Executive team member deeply involved in business strategy, growth and acquisition planning, and alignment of business activities and initiatives to support overriding goal of increasing shareholder value.

STRENGTHS

- **Strategic systems planning:** Ensuring the greatest ROI for technology investments; balancing needs, risks, critical priorities, and long-term goals.
- **IT/business alignment:** Building alliances; translating business objectives to IT agenda; representing IT at the executive level.
- **Strategic sourcing:** Selecting, negotiating, and managing outsourcing relationships that deliver better service, stronger capabilities, and lower costs.
- **Team building:** Recruiting, retaining, and directing staff to provide consistent, high-quality results.

Professional Experience

Hospitality Partners, Inc.

Appleton, WI • 2001–2006

\$600M nationwide hotel owner, operator, and franchisor; 600 limited-service hotels, 3 brands (Copley, Sandford, Stay Inn)

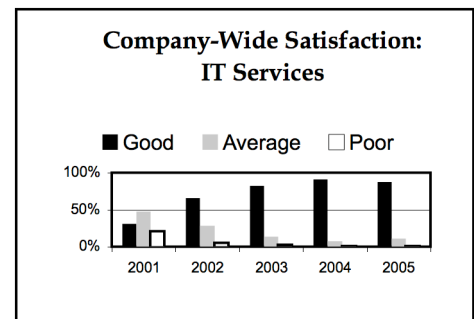
SENIOR VICE PRESIDENT / CHIEF INFORMATION OFFICER

Member of executive team that drove dramatic turnaround—delivering rapid improvements in revenue, EBITDA, share value, and customer satisfaction. Helped define and execute growth strategy that led to business revitalization (stock price soared from \$2 to \$11.25) and lucrative sale of the company to Eggars Associates in 2006.

As CIO, developed strategic technology plan aligned with business objectives and directed its execution across the company. Led a team of 80 IT professionals and managed strategic outsourcing relationships.

HIGHLIGHT: Transformed IT organization from the worst-performing department in the company to a national leader in customer satisfaction.

- Developed rigorous upgrading program to improve quality, responsiveness, and personnel.
- Created compensation system that rewarded performance improvement.
- Elevated satisfaction levels above 90%, far outperforming national norm of 63%.



ADDITIONAL ACCOMPLISHMENTS

- Established a track record of delivering technology projects on time and within budget.
- Identified and strengthened core IT competencies (websites, data warehouse, electronic distribution) and selected strategic outsource partners to provide improved levels of non-core services. Negotiated and managed outsourcing relationships.
 - *Data center operations* (Ambit Systems Corp.): Eradicated weekly downtime on mission-critical reservation information system, within 6 months reaching system availability of 99+%.
 - *Telecommunications management* (Tel-Com Services Corp.): Improved service levels, reduced costs.
 - *Critical applications support* (Strand Consulting—on-site/offshore model): Achieved quicker turnaround, higher reliability, fewer errors, improved service levels, and greater flexibility.
- Implemented full suite of PeopleSoft financial and HR systems.
- Supported 3-brand, 200-hotel acquisition, integrating all acquired properties to Copley platforms without incident within 6 months.

Worldwide Vacation Properties (WVP)

Chicago, IL • 1999–2000

SENIOR VICE PRESIDENT / CHIEF INFORMATION OFFICER

Recruited to join global leadership team of the market leader in vacation exchange, with more than 3500 affiliated timeshare resorts and 2.5 million member families worldwide. Directed a global team of 250+ IT professionals, with full responsibility for planning and delivering WVP's worldwide systems. Additionally, served as General Manager of Denver-based subsidiary Vacation Computer Corporation (VCC), a software company specializing in resort automation software for the timeshare industry.

HIGHLIGHTS

- Spearheaded design, development, and initial rollout of groundbreaking new exchange system to transform static week-to-week inventory to a flexible global points network (CEO's strategic priority).
- Created business case for sale of VCC subsidiary, plagued by software quality issues. Identified purchaser and directed sale that netted several million dollars to WVP.

Sheraton Hotels

Chicago, IL • 1996–1999

VICE PRESIDENT, LODGING PROPERTY SYSTEMS

Ensured the seamless provision of business systems to 1500 domestic and international hotels, directing all aspects of IT service delivery, including systems consulting, design, development, deployment, and support. Managed 350 staff and \$60M annual expense and capital projects budget.

HIGHLIGHT: Salvaged a \$50M project that had floundered for 5 years. Inherited the challenge of delivering a new hotel-based sales system to all full-service Sheraton hotels.

- Reorganized the 100-member team of Sheraton employees and McKinsey consultants.
- Re-scoped the project, focusing on functionality that would promote high user acceptance.
- Established accelerated completion plan, instituted project disciplines, created bonus plan to reward completion, and implemented a communications and marketing plan to drive grass-roots acceptance.
- Successfully completed project within new parameters; system still in use today.

ADDITIONAL ACCOMPLISHMENTS

- Directed flawless integration of Hi-Grade brand into Sheraton systems and operations.
- Rolled out a new property-management system for all Sheraton International properties.
- Supported launch and rapid expansion of Hostess brand, adding 400+ new properties yearly.

TravelHost International

Seattle, WA • 1990–1996

VICE PRESIDENT, RESORTS AND SALES SYSTEMS (1994–1996)**DIRECTOR, FINANCIAL/ADMINISTRATION/HUMAN RESOURCES SYSTEMS (1990–1994)**

Managed development and support of systems for the sales and guest-related operational areas for 15 world-class resort and convention hotels (20,000 rooms), multiple theme parks, water parks, travel company, and hundreds of food and beverage outlets and merchandise locations.

HIGHLIGHT: Led development of a transformational technology strategy for the entire TravelHost enterprise, under executive sponsorship of TravelHost President. Blueprint remains the basis for TravelHost's systems efforts today.

- Developed vision for integrating all the business lines into common processes.
- Organized 7 teams of executive sponsors, specialty consultants, and IT and business representatives.
- Carved out 20 technology-based projects to be completed over 5 years for approximately \$100M.

Early Career

SENIOR MANAGER: Touche Ross

Seattle, WA

MANAGER, MANAGEMENT ADVISORY SERVICES: Touche Ross

San Diego, CA

SYSTEMS ENGINEER: Electronic Data Systems

San Diego, CA

Education

B.S., Mathematics, Magna Cum Laude

University of California, Berkeley, CA