



Confidential Report

Neil J. Sylvester

For the position of:

Chief Information Officer

YCI-04-084

Prepared exclusively for:

YourCompany, Inc.

Montrose, MA

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Example only - Data fictionalized

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General Information

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Education **MBA**, Computer Science – 1975
Rensselaer Polytechnic Institute, Troy, NY

BS, Management – 1974
Rensselaer Polytechnic Institute, Troy, NY

Compensation Base: \$325,000
Bonus: 45%

Highlights

- IT Strategy/Architecture
- Acquisitions/Divestitures
- Negotiations
- Technology Implementation
- Business Re-engineering
- Vendor Selection
- IT Security
- Change Management
- Cost Reduction
- Outsourcing
- Business Continuity
- Capital/Operational Budgets

Candidate Introduction

Neil is an innovative business, financial, and technology executive with a track record of leading companies through periods of change. Superior leadership, communication, and problem-solving capabilities, coupled with experience across diverse industries and business functions. Proven strategic skills with ability to develop and execute business/technology plans to drive competitive advantage.

At Rensselaer Polytechnic Institute (RPI), he started as an Engineering major but soon moved to management as he found more interest in the business courses he was taking. He found strength in combining technical and business disciplines. Also took organizational behavior and learned about motivating and leading people. For his MBA, he concentrated in Computer Science and Finance. He had a vision that computers would dominate business decision making, so he took numerous programming, design and financial courses.

He started his career by spending 11 years with Arthur Andersen & Co. This experience taught Neil fundamentals of IT and built his consulting skills. He was a programmer for two years, supervised programmers for three years and managed with customer interface for six years. During this time he ran multiple concurrent projects and taught classes for the company. Was part of a "Best Practices" team to design using IT to drive competitive advantages in Supply Chain.

At Chemical Bank, he saw a wide range of business functions and learned how to manage in a matrix organization (influencing skills). He also learned how to do acquisition due diligence for IT. At Rugby-Darby, he built a vision how to combine all the divisions for one common IT platform which reduced expenditures by 35%. Also, participated in senior management decisions, learned more about CPG channels and grew to a level where he was able to serve as CIO and CFO.

At Fisher Scientific, Neil was recruited in as the CIO of the U.S. Distribution division (\$2.3B). While there (6½ years), he turned around a troubled acquisition, led numerous other acquisitions in IT due diligence, planning and implementation, added eCommerce system (grew from \$0 to \$450M while cutting \$7M in people costs), and global ERP implementation.

In the last three years, his most significant accomplishments include eCommerce installation, implementation of a Supply Chain system that reduced distribution costs by 25% and implemented sales force automation and CRM system to 500 sales representatives.

Within the next three to five years Neil wants to be a CIO of a growing company and change its vision of IT to help drive the company's long-term success. Also, wants to personally and professionally grow in a challenging environment.

He is interested in YourCompany is because of the great brands and that the company is on a growth path and obviously ready to move to the next level using IT as a key driver.

Our team recommends this candidate as a fit for this position because:

- (1) Clearly a leader that can work with the business to align goals and create a common IT vision
- (2) Can establish standards and methodologies to improve the acquisition process
- (3) Capable of contributing to senior management team by servicing the date technology strategies

Summary of Professional Experience

FISHER SCIENTIFIC INTERNATIONAL, Pittsburgh, PA

1996–Present

\$3B global manufacturer/distributor of laboratory instruments, supplies, equipment and chemicals. Serves 350,000 customers with 600,000 products and services.

SENIOR VICE PRESIDENT

Information Systems and Services / CIO, U.S. Distribution Operations

Defined and executed Information Technology strategy for \$2.3B Research, HealthCare, Safety, and Education divisions. Led IT staff of 180 in supporting 4,000 end users across 100 sites. Planned and managed \$35MM budget. Member of Operating Committee, reporting to President/COO

Focus: Re-positioned IT to be business-driven and a major partner in business activities

Business Accomplishments:

- Increased electronic order entry from 6% to 40% of sales, improving customer satisfaction while reducing customer service costs by \$7MM per year
 - Created e-commerce site, growing Internet sales to \$450MM annually while neutralizing key Internet competitors. With over 250,000 registered users, the site was rated by Smart Business magazine as a Top 50 web site in 2001
- Implemented supply chain management systems for 22 distribution centers, improving service levels while reducing transportation costs (12%), inventory (25%), and distribution costs (28%)
- Planned and initiated rollout of Sales Force Automation technology, Customer Relationship Management (CRM) system, remote access, and web-based reporting to 500 sales representatives
- Established rapid business decision-making capability and provided information for customer account stratification by creating a 650 gigabyte data warehouse

Technical Achievements:

- Led global Y2K efforts across US, Canada, Mexico, Europe, and Asia. Convinced business leaders to alter original plan to replace all systems, saving \$40MM while maintaining competitive advantage
- Performed due diligences and integrated acquired companies into Fisher systems, eliminating \$10MM in duplicative costs. Created tools to reduce integration timeframes, effort, and cost
- Renegotiated telecommunication contracts, saving \$4MM annually
- Piloted new technologies such as Voice Over IP, Citrix, Middleware, Intelligent Call Routing, Radio Frequency, Wireless Internet, Search Engines, Intranet, and Extranets; Implemented as appropriate
- Integrated Oracle Financials with internal Enterprise Resource Planning (ERP) system
- Managed complex technical environment consisting of IBM mainframe and numerous SUN enterprise servers, AS/400's, and NT servers

DARBY GROUP COMPANIES, INC., Westbury, NY

1989–1996

Formerly Rugby-Darby Group Companies - \$600MM international manufacturer and distributor of pharmaceutical, medical, dental, veterinarian, and consumer products with 30 companies in 12 locations. Largest US distributor of generic drugs.

EXECUTIVE VICE PRESIDENT – Finance and Administration (CFO/CAO)

1994–1996

SENIOR VICE PRESIDENT – Finance and Information Systems CFO/CIO)

1992–1994

SENIOR VICE PRESIDENT – Information Systems (CIO)

1989–1992

Information Systems: Defined strategy and implemented systems to support evolving business needs of 5 business divisions. Led IT staff of 100. Planned and managed \$11MM budget

- Re-engineered business processes, such as rebate and returns processing, saving \$2MM per year
- Transformed company's marketing philosophy and operations from passive order taking to proactive selling by utilizing technology. Increased profitability by \$1MM per year
- Initiated use of desk-top publishing for in-house production of catalogs, saving \$1MM per year
- Rapidly integrated acquired companies and consolidated/expanded distribution facilities
- Led migration from complex IT environment to integrated architecture, reducing costs by 35% and increasing flexibility and performance
- Implemented and interconnected local area networks (LANs) at 12 locations to improve business operations by providing office automation functions to over 1,000 users
- Migrated legacy applications to client-server environment, improving customer service
- Introduced new technologies such as image processing, EDI, and direct on-line customer ordering

Finance: Directed staff of 50 in providing treasury, budgeting, audit, tax, and accounting functions for the corporation and its divisions

- Corporate Officer and member of Executive Management Committee: Approved all business strategies, assessed performance, and directed corrective action
- Ensured economic viability of capital/operational spending proposals and conformity with long range plans
- Executed operational and systems enhancements, improving business controls, profitability, and decision-making across the company. For example:
 - Halved accounting closing cycle, enabling more timely resolution of business issues
 - Created systems to guarantee desired level of profitability on all contracts and orders

Administration: Directed Business Development, Human Resources, Legal, and Insurance

- Identified, analyzed and negotiated business acquisitions, partnerships, and divestitures, including sale of \$300MM pharmaceutical division
- Created and managed outsourcing business, generating revenues of \$5MM per year
- Negotiated sale of \$4MM of real estate
- Re-negotiated product liability, workers' compensation, and health-care insurance policies, saving over \$1MM annually while maintaining same levels of coverage

J.P. MORGAN CHASE & CO., New York, NY

1986–1989

Formerly Chemical Bank - Leading U.S. bank holding company serving commercial and consumer markets.

VICE PRESIDENT – Financial Systems Planning and Development

Led design and implementation of financial and management reporting systems

- Managed execution of a 5-year, \$15MM, strategic plan to improve the quality and value of financial data captured/reported from each business unit. Savings estimated to be \$8MM per year
- Reviewed operations and defined strategies for integrating the financial processes/systems of acquired banks. Savings exceeded \$2MM annually
- Member of Business Continuity Task Force. Developed plans for sustaining Bank operations and systems in the event of disaster
- Member of Technology Advisory Board, comprised of senior technology officers
 - Reviewed and approved major new technology projects, totaling \$75MM per year
 - Advised executive management on most effective use of established and emerging technologies
 - Reviewed and approved technology R&D funding, in excess of \$2MM annually

ACCENTURE, New York, NY

1975–1986

Formerly Arthur Andersen & CO. Consulting Division - World's leading management consulting and technology services company.

SENIOR MANAGER

Led all facets of technology projects, including systems/architecture strategy, design, and implementation

- Promoted, planned and managed systems and business consulting assignments for clients ranging from small, owner-managed firms to Fortune 500 companies, including General Electric, Texaco, UST, Morgan Guaranty, and James River
- Supervised teams of consultants on multiple concurrent projects ranging from PC to large on-line mainframe systems. Projects included all phases of the systems development life-cycle
- Selected as member of task force to develop methodology for using information technology to achieve competitive advantage

Candidate Qualifying Survey (PARs)

1. How you have developed and managed an enterprise-wide IT strategy

Problem: Rugby-Darby had different hardware and software platforms for each of its 5 business divisions. This made it costly and time consuming to implement system enhancements as the same modification had to be coded and tested on multiple platforms.

Action:

- Worked closely with the business executives and their staffs to gain a solid understanding of their business needs and competitive landscape
- Met with the business people to define functional enhancement required to their current systems
- Developed an enterprise-wide system and architectural vision/strategy that met the needs of all business units while streamlining the environment. This consolidated environment ensured that each division retained its previous functional capabilities while providing functional enhancements from the other business units. Further, by meeting with customers and vendors prior to designing the system, we were able to consider their needs and improve the entire supply chain
- Identified specific project staffing requirements, deliverables and milestones
- Planned and directed the implementation of this major initiative (on time and on budget)

Result: IT costs were reduced by 35%, saving \$4 million/year. The new environment also provided increased flexibility and performance

2. How you have been able to affect technical change with a non-technical audience

Problem: Needed to convince Fisher Scientific business leaders to alter the original Y2K plan created by the previous CIO. This required obtaining the buy-in and commitment of numerous business executives around the world

Action:

- Worked closely with the business executives and their staffs to gain a solid understanding of the business needs and competitive landscape
- Met with the business people to define functional enhancement required to the system
- Created a comprehensive, multi-year, plan for making all systems Y2K compliant. This involved remediation of some systems and replacements of others
- Presented my goals and detailed plans using business, rather than technical, rationale and language
- Identified specific project deliverables and milestones so that the business executives were confident of the approach
- Created cross-functional team involving personnel from every area of the company
- Created, and met regularly with, the executive steering committee to keep them apprised of progress and issues. Used a color coded summary schematics to provide an easy-to-read visual synopsis of status.

Result: Completed this global, multi-year, effort on time and on budget. Saved \$40 million from original plan

3. How you have successfully managed a business system implementation with a team

Problem: Implemented a new (1) e-commerce and (2) supply chain system that required the involvement of many functional areas including customer service, warehousing, transportation, and finance

Action:

- Met with the business executives from each area to gain their buy-in and commitment
- Created a cross-functional team to ensure that all areas were represented and had their needs considered

- Had each area give an overview of their function to increase the detailed understanding of every team member
- Created a work-plan detailing the specific deliverables required of each team member. This plan also identified due dates and showed everyone's activities so that all team members could clearly see how they were dependent on each other
- Established a common electronic file room so that all team members could share files and tools
- Set up regularly scheduled team meeting where each member would present his progress and issues
- Allowed each team member to join me when presenting status to his management so that they felt committed to the team

Result: Reduced customer service costs by \$7 million/year, and reduced inventory and distribution costs by 25%

4. How you have used a consultative approach to understand a business problem

Problem: Company was spending several millions of dollar per year performing a complex business function (chargeback claims and reconciliation)

Action: Using the skills I developed as a consultant for 11 years, I reengineered the chargeback business process. Specifically, I:

- Worked closely with hands-on business people to define the current process. This included preparing business process flows and narratives
- Identified areas where errors were occurring and where most time/effort was being expended. This including preparing critical path charts and manpower analyses.
- Identified activities which could be streamlined or eliminated entirely
- Reviewed findings with business staff to ensure accuracy and workability of findings
- Prepared detailed plans for process improvement and system automation
- Presented findings and plans to business executives
- Put together team and managed implementation of process and system improvements

Result: Re-engineered the business process, saving over \$1 million/year in manpower efficiency and error reduction

5. How your technical skills/experience helped you resolve a project management issue

Problem: After 16 months of development, Chemical Bank could not go live with a new Swaps system due to an inability to reconcile \$18 million discrepancy between the old and new system. (While this was not in my area of responsibility, I was asked to take charge to resolve the issue.)

- Action:*
- Created cross-functional team of personnel from all areas (i.e., Swaps, Finance, IT)
 - Used technical skills to identify all manual and system factors that could be causing the discrepancy
 - Created detailed plans and technical environment to test each factor against expected results
 - Conducted detailed tests and identified the various conditions that were causing the differences

Result: Reconciled \$18 million discrepancy, enabling the Bank to go forward with this major new initiative.