



**Thank you for your interest in pursuing CDI's Certified Executive Resume Master (CERM) designation.**

## **Samples**

Following you will see executive resume samples that are indicative of the type of writing expertise that would be expected of a successful candidate for the Certified Expert Resume Master credential.

# MIKE DAWSON

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## CHIEF INFORMATION OFFICER ~ TECHNOLOGY EXECUTIVE BUSINESS ANALYSIS ~ STRATEGY ~ TECHNOLOGY OPERATIONS ~ SERVICE DELIVERY

*"I like to encourage discussion and be acknowledged for making a difference. If I was asked to describe myself I'd say I am a supportive people manager, a strategic leader, and a professional who can build trust."*

### Fiscally Responsible and Strategic: Recent Business Successes

- Consolidated two teams and increased headcount to create a specialized 'super team' with broader talents, greater accountability and capacity to generate more accurate reporting in projects and budgets.
- Saved \$800K by devising a new solution to counteract a \$1.2M proposal to replace aging computer fleet systems with like-for-like computers.
- Developed a detailed financial model that for the first time, provided transparency and coped with unanticipated costs. The newly created central contract management system improved the company's strength and position in negotiating vendor contract renewals and in managing board expectations.

### Distinctive Fit and Value

- |   |   |   |
|---|---|---|
| <ul style="list-style-type: none"><li>Operations Management</li><li>Service Delivery Management</li><li>Customer Engagement</li><li>C-Level/Board Reporting</li><li>Succession Planning/Talent Identification</li></ul> | <ul style="list-style-type: none"><li>\$MM Project Management</li><li>Risk Mitigation and Management</li><li>Financial Management</li><li>Change Management</li><li>Stakeholder Engagement</li><li>Business Transformations</li></ul> | <ul style="list-style-type: none"><li>Strategic IT Visions</li><li>Governance / Policy</li><li>Business Metrics/Analysis</li><li>Contract/Vendor Management</li><li>Expectations Management</li><li>Cost Reductions</li></ul> |
|---|---|---|

### Employment Narrative

WE CARE, Davenport, IA  
**Chief Information Officer**

1/2010–Present

*Company: Not-for-profit specialists in aged care. Budget: OPEX \$50M. CAPEX: \$20M. Projects \$1M. Reports: 14 Staff. Technology environment. 4000+ users and 55+ sites.*

Enforce fiscal accountability for IT business-wide, while driving strategy and ensuring that the organization's mission is reflected in agile decision-making surrounding the delivery of key systems, sites and services.

Guided the business of IT to the next level through improved pricing models, and technology baselines for licensing, budgeting, contracts and staff management, as well as strategic directions for critical financial, clinical and technology systems.

#### Operational, People and Financial Contributions:

- Restructured department failing to meet expectations of staff, management, customers and vendors. Established processes, mitigated risk, formalized job descriptions, generated enthusiasm for change and best practice, and produced a strategic vision to deliver cost savings, greater quality assurance, and more.
- Produced blueprint for the future view of service delivery performance incorporating competency needs for expanded capability.
- Steered change and managed expectations to avert fear and maintain staff support for the organization's future. Established workshops to drive the IT roadmap and ensured communications allowed for shared concerns and optimum team engagement.

#### Big-Picture Oversight:

- ✓ CIO Escalation
- ✓ IT Strategy
- ✓ Staff Management
- ✓ Operational Project Management
- ✓ Forecasting
- ✓ Governance and Policy
- ✓ Contract Management and SLAs
- ✓ Performance Monitoring

**Chief Information Officer *continued***

- Consolidated two teams and increased headcount to create a specialized ‘super team’ with broader talents, greater accountability and capacity to generate more accurate reporting in projects and budgets. Internal staff productivity increased 35% and up to 60% on specific job tasks.
- Introduced after-hours and weekend support that boosted customer satisfaction. Overcame skills voids for service desk team to field multiple platform issues, by providing cross-skill training and a knowledge-warehouse support structure. Solution boosted staff motivation and provided career growth incentives.
- Headed initiative to develop a complete and detailed finance model that for the first time, provided full transparency and coped with unanticipated costs. The central management of contracts improved the company’s strength position in negotiating vendor contract renewals and managing board expectations.
- Adjusted focus of vendor relationships from transactional to partnerships based on collaboration.
- Orchestrated cost reductions of up to \$119K annually by replacing up to 10 multi-functional HP printers annually business-wide. Negotiated with Fuji-Xerox for reductions in printing costs and hardware, while advancing a “green” agenda through duplex scanning, printing and email functionality.
- Negotiated combined services agreement with AT&T for mobile, landlines and data that won across-the-board support from the board of directors. Highlights included 33% reduction in mobile costs despite the addition of 50 handsets and plans, and \$30K in landline savings in the first three months.

IAGED, Davenport, IA

1/2009–1/2010

**Service Director**

*Reported to: Board of Directors. Budget: \$10M OPEX. Organization: Aged-care not-for-profit. Desktop Support/Network services catered to 9000+ staff over 100 sites across two states.*

High-level advisory and consultative role in steering strategy, improving service delivery and meeting contractual obligations for all enterprise applications, hardware, network infrastructure, mobiles, landlines, storage and more.

An attitudinal overhaul and injection of fresh ideas and methods became the first initiatives following a recent outsourcing deal that saw relationships sour. Instituted policies, established systems and escalation points, hired new teams and improved vendor/staff communications.

- Introduced ICT governance where resistance to change dominated the workplace landscape.
- Built compelling business case for a long-term strategy to employ the right enterprise applications for best business fit and growth; 180-degree turn around in existing methods shaped business to meet hardware and application capabilities. Advised on recurrent costs, facilities management and identified gaps in service delivery.
- Cut risk and impact, and provided complete visibility of all changes and technology releases through Chairmanship of the Change Advisory Board. Influential in changes such as outage forecasting, identifying financial impact, and steering a change in mindset from reactive to proactive.

BLACK BOX CABLING, Davenport, IA

2/2007–7/2008

**Service Delivery Manager**

*Reported to: Chief Information Officer. Company: Consulting firm providing cabling and network services to the health sector. Summary: Project and resource management, staff appraisals, bids, proposals, product procurement, and vendor management.*

Steered service provision and contract deliverables on numerous data and cabling ‘mini’ projects that formed part of a significant \$15M project for the client, Davenport Health.

As a large and monolithic structure, achieving across-the-board buy-in from all departments within Davenport Health was tricky, requiring “a single source of truth” in generating and presenting the same message consistently.

### Prior Engagements

COMM-MIN, Davenport, IA 2/2006–2/2007

#### Senior Manager, Contracts and Deliverables

*Reported to: Vice President, Customer Services. Highlights including managing a large IT outsourcing contract valued at \$6M, turning around failed accounts with key clients, and enhancing stability for sustained growth.*

A history of over-promising and under-delivering, had prompted a decline in key accounts, requiring a series of resolutions to set new targets, engage teams and create contract variations for more realistic deliverables.

- Eliminated penalties from failure-to-deliver clauses and drove revenue creation through additional work and renewals from trust built with clients. Within six months, the company was delivering contracted service levels.
- Enhanced stability and growth in contracts that had been shaped without consideration for critical structures. Strengthened deliverables via escalations, added more skilled resources, and instituted processes for quicker response times that were proactive rather than reactive.

LAWSON CORPORATION, UK 7/2005–12/2005

#### Infrastructure Duty Manager.

Met SLAs and consistently achieved KPIs—on one project exceeded targets by up to 50% via new procedures and work practices. Improved staff retention, and introduced automated emails that boosted efficiency by 100%.

ELO BUSINESS SERVICES, UK 1/1999–6/2005

#### Technical Delivery Manager

(5/2004–6/2005)

#### Network Infrastructure Delivery Manager

(1/1999–5/2004)

Milestones included exceeding SLA targets by 20 to 50%; defining and designing escalation processes for major incidents, launching web-based tracking for client projects, and delivering a high profile project in just two weeks leading to a company award. Negotiated telecommunication and network equipment contracts of up to £1M.

**Early Engagements** 1990–1992. Senior Network Analyst (University of Scotland); **Systems Administrator** (Bainsborough Hospitals Trust UK); **Logistics Officer** (British Army) UK.

### Memberships

Member, Business Continuity, BBCI ~ Member, CIO Executive Council  
Member, CIO Pathways Mentoring Program ~ Member, International Institute of Commercial Finances

### Technology Snapshot

PRINCE, PMBOK project methods, ITIL, Blade Technology, disaster recovery and business continuity  
SQL, Exchange, Cisco security firewalls, governance, identity security/mobile security, KCS, Cisco architecture  
heterogeneous network, Quality of Service, Microsoft Office, Citrix, enterprise financial and clinical applications,  
TRACCS, Visio, CAD, Solarwinds, Exchange Utilities

### Education, Certifications and Training

**Master of Science (Information Technology Management)**, University of Scotland (UK)

*Technical Certifications and Training*

**Prince 2 Practitioner**, ISEB ~ **ITIL V2 Service Management**, ISEB ~ **ITIL V3 Foundation**  
**Certified CISCO Design Associate (CCDA)** ~ **Certified CISCO Network Associate (CCNA)**

# ANDREW RUSSELL

(504) 555-2222 ~ andyr@gmail.com

## SENIOR EXECUTIVE

SPECIALIST IN REVENUE TRANSFORMATIONS, GLOBAL OPERATIONS, \$MM BUDGETS

*"I add value to organizations through a high-energy 'can-do' approach that streamlines the process of problem solving and advances the company's strategic vision"*

More than a decade driving global contact center and help-desk operations, engaging teams for richer and more productive performances, and winning support for investments in leadership talent and capability development.

## C-Suite Proficiencies an

### Master of Business Administration ~ PhD Candidate Business Administration

→ Operations Management → General Management → Multi-Million-Dollar Budget Management  
→ New Revenue Stream Design and Implementation → Leadership Team Management → Strategic Planning  
→ Succession Planning and Mentoring → Multi-site Management

## Recent Highlights

**Drove Employee Engagement up 4% from the previous year**

- Created a strategy that targeted alternate methods of communication including an internal online blog. Blog broadened communication channels between the leadership team and front-line staff while capturing the interest of the workforce via exploration of 'hot' topics.

**Leadership (up 9%)**

- Established and launched a *Back to the Floor* program that provided leaders and stakeholders with an opportunity to reconnect with customers and understand how to deliver exceptional customer experiences.

**Customer focus (up 6%)**

- Created and launched an online ideas register that captured ideas from across the workforce. Register provided staff the opportunity to become "Customer Champions" and to share ideas for solutions to internal process challenges or issues.

## Education and Training

**Doctor of Business Administration**, Douglass College

Anticipated 2014

**Master of Business Administration**, University of Maryland

2007

Recent training includes: Strategic Thinking Leadership Program, Building Capabilities, Presentation Skills, The Challenger Way—Future Thinking, Leading for Results, Coaching for Enhanced Performance, Leadership Development Program, Project Management, Managing Change Effectively, Personality Testing (Myers Briggs), and more.

continued

## Leadership Experience ~ Fit and Value

QRS CORPORATION, Milwaukee, WI

1/2011–Present

**General Manager, General Enquiries and Billing Operations**

(1/2011–Present)

**Report to:** Director, Customer Care. **Direct Reports:** 8 (Centre Operations Managers, Outsourced Operations Managers, Project Manager and Unit Administrator). **Multisite Management:** Wisconsin, New York, California, and offshore in Mumbai, Delhi and Manila. **Department Headcount:** 1200. **Budget:** OPEX \$31M; CAPEX \$250K.

Promoted with a mission to deliver operational and strategic imperatives, transform the business through innovation and change, optimize the customer experience, and build of culture of success through employee engagement.

→ → →

Hired into this [then] new role to lead the development of a complete economic development strategy and drive implementation—while ensuring communications were on-brand, consistent and influential in driving investment and job creation in the region. Results have been significant: once seen as a low socio economic area, the region is now seen as a trailblazer—measured through regular media monitoring and research.

- Transformed a leadership team widely considered ineffective. Defined a clear strategy for goal attainment along with a governance model to track accountability, and created new performance expectations. Within weeks, the team operated with greater cohesion prompting positive feedback from stakeholders and peers.
- Led team to achieve the highest level of queries resolved on first contact across the Customer Care Division—all while sustaining customer satisfaction rates. Successes were credited to new training in negotiation, listening and managing conflicts, along with improved accountability measures, and a new web-based communication portal for reinforcing ‘wins’ and performance expectations.
- Generated a \$1.3M reduction in goodwill financial compensation credits (36% year-on-year reduction) in just six months. Identified controllable items via new reports splitting discretionary from corrective credits, established credit per transaction targets, and improved decision making and negotiation competencies.
- Acknowledged for empathetic leadership in driving 20 redundancies as part of a company-wide cost reduction initiative. Maintained transparency, eased fears and personally briefed all leaders.
- Realized \$5M in savings and cut net operating costs by 18% through a review of operational and discretionary expenditure.
- Defined a tactical approach for creating a vision for the future—incorporating progressive 90-day action plans and goals, governance/performance reviews, and consistent messaging.
- Launched new balance scorecard, set zero tolerance for poor customer interactions, and publicly acknowledged individuals demonstrating excellence.
- Championed use of self-service channels to reduce inbound call reductions. 114% increase in web-based assistance, and automated voice platforms, helped assure long-term service performances.
- Cut internal transfers across the business by 13% following fresher and targeted workforce training and an improved performance-management framework. Results: year-on-year workload reduction and a net cost reduction of \$3.3M.

*“Andrew demonstrates an impressive commitment to QRS, and ‘gets’ the vision being built. We need more like him”—Chief Executive Officer*

continued

QRS CORPORATION, Milwaukee, WI

Continued

**General Manager, Fault Management, Technical Support Operations**

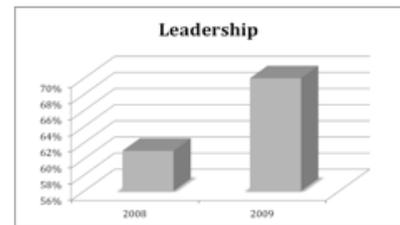
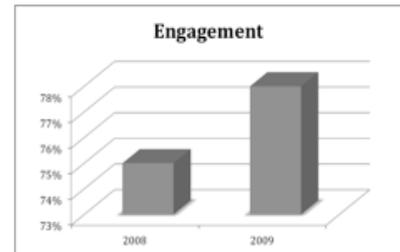
(3/2003–12/2010)

**Reported to:** Director, Customer Care. Direct Reports: 10 (Managers of: Center Operations, Outsourcing, Projects and Technical Support; Unit Administrator, Report Analyst). **Department:** one of the largest segments representing a quarter of the division’s total headcount with 1400 employees. **Multi-site management:** US operations supplemented by offshore outsourcing in the Philippines and India. **Budget:** OPEX \$45M; CAPEX \$500K.

Upon promotion to the role, found critical metrics for restoring product faults at unacceptably high levels. Reengineered reporting for trend analysis, established regular performance reviews with teams and key stakeholders, launched an investigative program to identify top fault drivers, and established new programs and communication strategies to improve customer engagement.

Over the next four years, presided over a 54% reduction in faults and generated \$1.2M in savings as more rapid service delivery reduced customer claims against the customer satisfaction guarantee.

- Introduced a *Back to the Floor* program for network and field technicians that provided exposure to the challenges experienced by customers and technical support consultants, and offered methods for delivering an exceptional customer experience.
- Recalibrated workforce expectations and accountability by reversing unofficial hand-off processes, non customer-centric functions, and departmental silos that failed to facilitate an environment of ownership. Built buy-in for ideas and recommendations through a national road show.
- Created a culture of innovation, empowerment and continuous improvement through the development of an online ideas register to capture feedback and ideas for improvement to operational roadblocks across the workforce. 48 process improvements were delivered in the first 12 months in tandem with a 14% reduction in disgruntled customers.
- Cut attrition rates by 63% in two years. Redesigned recruitment protocols and established management onsite visits and reference-check process modifications.
- Built staff capability and increased awareness and accountability via a new job rotation program.
- Gained ranking as Number 1 carrier in the nation and third globally for customer support in a vendor survey identifying carriers best at resolving issues, providing value-added services, and demonstrating courtesy. Success was credited to personally established stand-alone smart-phone technical support units that provided specialist service and customer care.



**Centre Manager, Service Assurance Group**

(11/1999–2/2003)

Managed 110 staff and an operating budget of \$6M. Highlights included reduction in attrition rates and building capability to become the leading helpdesk globally.

**Team Leader, Service Assurance/Technical Support and Customer Service**

(7/1996–10/1999)

*“Andrew is someone you need to have a seat at the table to ensure success. He has high energy and strong business acumen”—Chief Operating Officer*

## SNAPSHOT

**Senior human resources executive**, change agent and partner to business; expert in driving strategic change and consensus through sound corporate principles backed by vision and innovation. Adept at isolating and resolving issues, and transforming unproductive or erroneous processes into models of best practice.

Credible and transparent leadership underpins intuitive business sense and an uncompromising commitment towards employee retention and premier support services. Reputed for clear ideals, standards and integrity, and as an energetic promoter and champion of new ideas and initiatives for greater perspective.

Inspired by finding new ways, influencing change, and uncovering new avenues to deliver people-centric organizations.

## YVETTE SANDERSON

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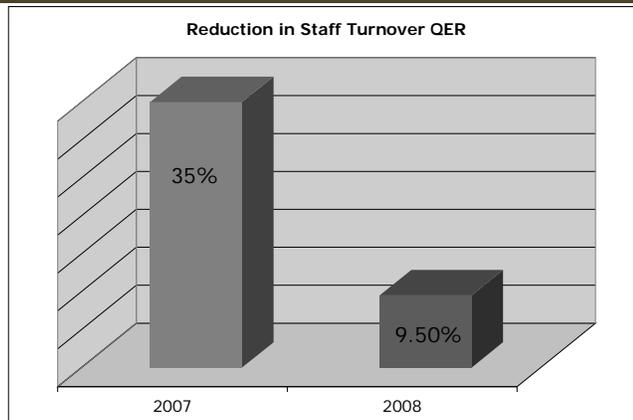
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### EXECUTIVE ~ HUMAN RESOURCES FELLOW, HUMAN RESOURCES INSTITUTE

## FACTS. RECOGNITION. RESULTS.

- Cut employee turnover from 35% to just 9.5%—against an industry average of 25%, via the implementation of a best practice remuneration and employee benefits scheme.
- Delivered a \$50M strategic HR plan well received by the Board of Directors, featuring inbuilt flexibility to provide for unresolved intangibles.
- Spearheaded a recruitment strategy that successfully attracted and retained more than 40 high caliber employees including the Project Director, Corporate Affairs Director, senior engineers and other key professionals



## VALUE OFFERED

- HR Resource Systems Planning and Implementation
- Change Management
- Employee Assistant and Wellness Programs
- Employee Benefit Programs
- Executive Development
- Settlement Negotiations
- Benefits and Risk Management
- Executive Motivation/Coaching
- Dispute Resolution
- Employee Contracts
- Training & Development Plans
- Labor Laws and Policies
- Personnel Recruitment
- Policy Formulation
- Budget Development and Management
- Compensation Management
- Employee Marketing Programs
- Employee Incentive Programs
- Forecasting and Planning
- Strategic Planning
- Productivity Improvements

## CAREER SUMMARY

QER TYE INCORPORATED, NY, **VP Human Resources**

STATE APPRENTICESHIP SERVICE, Florida NY, **Human Resources Executive**

PRIOR ENGAGEMENTS

- **HR Consultant**, Department of Veterans' Affairs, NY (2002–2004)
- **Policy and Programs Manager**, Department of Finance and Administration, NY (1999–2002)
- **HR Manager**, Glebe Pharmaceuticals, MN (1994–1998)

1/2007–Present

12/2004–7/2006

## EXPERIENCE NARRATIVE

QER TYE INCORPORATED, NY

1/2007–2/2008

## VP Human Resources

## SNAPSHOT:

**Reported to:** Director, Human Resources.**Direct Reports:** 3 Human Resources Coordinators and Recruitment Officer.**Employer:** Engineering and resources company developing multi-billion dollar shale-to-liquids.**Summary:** Strategically planned HR and recruitment initiatives; project managed payroll outsourcing, introduced best practice remuneration/benefits, created leadership development program, improved HR budget, managed workplace health and safety, and developed relationships across the business.

**Injected a sense of stability by introducing formal standards and predictable outcomes in an organization transitioning through significant change. Introduced strong, definitive strategies for the organization to become an employer of choice for quality talent and cut employee turnover from 35% to 9.5%.**

Confronted upon commencement with high levels of employee stress following a turbulent period of downsizing and office relocation. Complicating the HR structure was a lack of formal frameworks surrounding processes and decision-making. Recruitment was lagging with some roles remaining unfilled for 18+ months—prompting overworked employees and dissatisfaction.

- **HR Plans:** Developed a series of “quick wins” that established credibility and build confidence in initiatives to develop HR plans and strategies. Met with key stakeholders to identify issues, define expectations, and create solutions.
  - Delivered a \$50M strategic HR plan well received by the Board of Directors, and featuring inbuilt flexibility to provide for unresolved intangibles including unknown timeframes and vague plant sizes. Despite changing “goal posts” and the need to exercise influence with key stakeholders, delivered the four-week project in just three weeks, well under budget without compromise on quality.
- **Recruitment:** Assumed control of the recruitment function. Developed a strategy designed to cut timeframes, better manage vacant positions, target top-tier candidates and sustain quality recruitment methodologies.
  - Spearheaded a recruitment strategy that successfully attracted and retained more than 40 high-caliber employees including the Project Director, Corporate Affairs Director, senior engineers and other key professionals.
- **Retention:** Cut employee turnover from 35% to just 9.5%—against an industry average of 25%, via the implementation of a best practice remuneration and employee benefits scheme.
- **Leadership Development:** Kick-started and contributed to a new leadership development program aiming to reinforce a continuous improvement culture, succession planning, and high performing teams.
- **Budgets:** Costed and developed the human resources budget forecasts, cash flows, and payroll—boosting accuracy and the integrity of data and setting the stage for cost savings.
- **Workplace Safety:** Sustained zero lost time injury rate throughout tenure—introducing several initiatives in the management and promotion of workplace health and safety.
- **Career Development:** Counseled employees in career development, job opportunities and educational advancement.
  - Prepared and delivered “Development Centers” to identify areas for personal career development aligned with the organization’s identified business direction and areas of expertise.

*“It’s not everyday that someone like Yvette comes along. I hesitate to use the words ‘human dynamo’ but it seems most apt. The way she identified problems that had plagued us for years and solved them in months, is testament to strengths in bringing all parties together and achieving agreement”—CEO*

## EXPERIENCE NARRATIVE

STATE APPRENTICESHIP SERVICE, Florida NY

12/2004–1/2007

**Human Resources Executive****SNAPSHOT:****Reported to:** Chief Executive Officer.**Direct Reports:** 2 HR Coordinators**Budget:** \$15M payroll for 200 employees and HR budget of \$150K.**Employer:** Not-for-profit organization providing support services to apprentices on behalf of the federal government. Services include promotion of apprenticeships and traineeships, incentive payments, follow-up, and government paperwork assistance.

**In just 18 months transformed perceptions of the HR function being “just another department”—by strategically elevating the business of HR as an acknowledged driver of high performance, dynamic employees enriched by an equitable culture rewarding talent and commitment**

With 47% employee retention and an HR function unrecognized as a key strategic and value-added business driver, it was immediately clear that change was an immediate priority.

Won executive praise for devising a dynamic, multi-pronged strategy designed to reverse morale declines and attrition and instead, attract the right candidates and retain employees through a revamp of the remuneration framework, a revitalized training and development program, and new career development and succession planning paths. Promotion to the Senior Management team rapidly followed.

- **Recruitment & New Staff Development:** Launched key initiatives that positioned company for effective staff growth and development.
  - Secured buy-in from CEO and the senior executive team to green light the *Employer of Choice* plan—a strategic initiative aligned with business objectives and designed to attract and retain top-flight staff through reward-based recognition. Despite limited resources, built compelling argument that cited the costs of poor morale and declining reputation on the workforce and customers.
  - Jumpstarted three-year strategic goal to pay employees at the median of external market surveys via the development and implementation of a recruitment framework. Initiative served to attract experienced, well-qualified staff and elevate employee retention rates.
  - Launched an orientation program that, for the first time, offered new recruits an understanding of the organization, the legislative environment, key performance indicators and culture.
- **Outplacement:** Took charge following the unexpected non-renewal of five government contracts leaving 170 staff without jobs. Pulled together a team of professionals from the employment services industry to provide an outplacement service, which resulted in successful placement of all redundant employees within two months.
- **Technology:** Launched *ConnX*—an employee self-service system that saved up 10 working hours per pay cycle. New technology served to process leave applications and pay advisories, reminded managers of approval requests, and allowed employees to monitor and manage personal information.
- **Leadership Development:** Pioneered a leadership development program that elevated employee satisfaction and cut turnover by over 12%.

## EDUCATION AND TRAINING

**Postgraduate Certificate in Business Administration**, Syracuse University, Syracuse, NY**Postgraduate Diploma of Applied Psychology**, Syracuse University, Syracuse, NY**Bachelor of Arts (Applied Psychology)**, San Diego State University, San Diego, CA

**Training includes:** Kepner-Tregoe Problem-Solving & Decision Analysis | Accelerated Case Management | Group and Team Facilitation Skills | Remuneration Benchmarking | Mercer Human Resource Consulting | Competitive Tendering and Contracting | Recruitment and Retention | Using Salary Surveys

# ANDREW HEWITT

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## SENIOR EXECUTIVE

### CEO | MANAGING DIRECTOR | REGIONAL HEAD

Performance excellence, an unrelenting results-focus, and aggressive product implementation over two decades have become career hallmarks underscored by an indelible commitment toward ethical business practices and superior service. As an acknowledged change-agent, expertise has been honed in delivering change that exceeds business objectives for cost containment and productivity, while uniting teams to a common purpose. Characterized by board members and executive peers as a corporate “straight shooter” — expert in taking action, and leading from the front through a rich blend of market insight, sharp-eyed pragmatism, financial acuity, and visionary leadership.

### VALUE OFFERED

- Financial Management
- ROI Strategies
- Strategic Management
- Revenue Growth Initiatives
- Business Start-ups
- Sales Forecasting
- Organizational Restructuring
- Sales & Marketing Campaigns
- Profit Margin Increases
- Team Coaching & Mentoring
- Corporate Networking
- Strategic Vision
- Profit and Loss Management
- Change Management
- Relationship Building
- Compliance Direction
- Public Speaking
- Team Building

### CAREER SUMMARY

BETARNIC, Malaysia, New Zealand, Vietnam, Singapore	1/1997–Present
<b>Chief Executive Officer, Malaysia</b>	(3/2004–Present)
<b>Managing Director, Betarnic New Zealand</b>	(3/2002–2/2004)
<b>Managing Director, Betarnic Vietnam</b>	(2/2000–2/2002)
<b>Manager, OTC Integration, Betarnic Nutrition Singapore</b>	(7/1998–12/1999)
<b>Regional Manager Medical Nutrition, Betarnic Nutrition Singapore</b>	(1/1999–1/2000)
<b>Regional Manager, SE Asia Medical Nutrition, Betarnic Nutrition Singapore</b>	(1/1997–12/1998)
JEBINT AUSTRALIA PTY LTD	10/1995–12/1996
<b>Sales &amp; Marketing Manager, Medical Nutrition</b>	
ORION PTY LTD	1/1992–10/1995
<b>Product Manager, Medical Nutrition</b>	(2/1995–10/1995)
<b>Product Specialist, Anesthetics</b>	(8/1995–1/1995)
<b>Product Manager, Pharmaceuticals</b>	(6/1994–10/1994)
<b>Manager, Pacific Islands</b>	(3/1992–12/1993)
<b>Marketing Services Manager</b>	(1/2992–10/1994)
Y&T LTD	10/1989–12/1990
<b>Project Manager CTAL</b>	(7/1991–12/1991)
<b>Project Manager Port of Newston</b>	(1/1991–6/1991)

## EMPLOYMENT NARRATIVE

BETARNIC, Malaysia, New Zealand, Vietnam, Singapore

1/1997–2/2006

**Chief Executive Officer, Malaysia (2/2004–2/2006)**

*Company:* Major healthcare company with revenues from pharmaceutical R&D, over-the-counter and generic medicines, medical nutrition, animal health, baby food and lens. *Customer base:* medical clinics, pharmacies, government/private hospitals. *Direct Reports:* 8 (Country Finance Officer, HR Manager, Head of Sales, Head of Marketing, Head of Key Account Management, Medical Manager, Drug and Regulatory Affairs Manager).

The plan to steer a new vision, mission, and strategy in the first 100 days as CEO, was placed on hold when confronted with an organization in disarray. A previously failed internal audit exposed a multitude of infrastructure and internal control issues, while a lack of organizational transparency had bred suspect ethical behaviors, and a staff divided. Immediate action was crucial.

Reviewed alternatives and opted to steer a culture of renewal—focusing on restoring internal and external reputations, elevating morale, and reinforcing the importance of business ethics and formalized processes for long-term prosperity. Unique value proposition for Betarnic promoted innovation and integrity, sought and won buy-in and commitment, and became the foundation of all communications. By 2005, the company had turned around—achieving satisfactory audit ratings with no major audit points incurred.

By 2006, Betarnic Malaysia had been transformed to an employer of choice for top talent—receiving scores of unsolicited applications for employment.

**Early Contributions:**

- Gathered evidence of unscrupulous promotional strategies, breaches in codes of conduct, and confronted individuals with limited options for severing ties with the organization. Initiative eliminated deceitful practices, giving rise for a new generation of business to flourish.
- Instigated a transparent communications program that outlined new expectations for responsible corporate citizenship, and the necessity to comply with new policy and structure.
- Launched an aggressive program for managing poor performances with zero salary increases, and deadline-dependent performance improvement plans.

**Immediate Results:**

- Delivered 2.5% profitability increase against a backdrop of tumultuous cultural change that rejected unethical processes in favor of genuine competition. Despite the substantial internal and procedural changes to the business culture, sales were virtually delivered to target, and expenses cut by 4.8%.
- Directed vast inroads in boosting organizational procedures and reputation with 69 previously failed audit observations noted as 'improved' in subsequent audits.
- Revolution of change prompted high scores on employee satisfaction surveys that quizzed staff on levels of management transparency, expectations management, and ethical behaviors.

continued

## EMPLOYMENT NARRATIVE

BETARNIC (Continued) **Chief Executive Officer, Malaysia**

**Additional Accomplishments:**

- Pioneered a consumer-centric analysis of existing sales tactics utilized by sales and marketing teams in Malaysia for the first time in the company's history. Partnered with market consultants to validate assumptions, and receive customer feedback that provided greater insights for improved customer/product alignment and targeted marketing.
- Piloted new structure that consolidated three teams under a single Head of Sales hierarchy that used first line managers, a training manager, and a specialist in field force effectiveness to support to the sales team through skills development and reinforcement, performance tracking and leadership. At the end of 2004, a cohesive team structure supported by formal processes and systems were positioned to create a high-performing sales and marketing organization.
- Lobbied management to establish a new key account management team to boost market share by targeting large Malaysian employee healthcare companies.
- Introduced strategic alignment gatherings that created a "meeting of the minds" between all company managers and key executives heading top 10 objectives. The idea, to present action plans to an open forum, aimed to create dialogue, and challenge inbuilt "truths."
- Capitalized on industry network to leverage influence with government officials intending to introduce initiatives that would distance Malaysia from international competition and WTO alignment on intellectual property. Instrumental in industry lobbying to delay the introduction of one initiative, and raising the issue of intellectual property on the agenda of the King of Malaysia.
- Launched innovative new patient compliance program that invited feedback from doctors and patients. Patient data was effusive in praise with one citing "I have never seen a company care so much about people and their health."
- Created new positions and filled with talented internal candidates to plan successors for the company's management and promote an atmosphere of "work hard, achieve advancement."

**Financial Results:**

- Delivered annual sales, profit, and economic value-added targets, and managed working capital within finely tuned tolerances. In 2005 sales grew by 15% to \$US 26.5 million, and profitability increased by 17.4%. Free cash flow was propelled by 200% and net capital employed reduced by 33%.

**Managing Director, Betarnic New Zealand (3/2002–2/2004)**

*Position summary:* Engaged to turn business around within 3 years and develop and implement market strategies that focused on attractive pricing to meet government purchasing requirements. **Revenues:** \$US 15 million. **Customer base:** medical clinics, retail pharmacies, government/private hospitals.

A history of over-promising and under-delivering had damaged marketplace reputations and with undisciplined leadership, staff morale had plummeted. Additionally New Zealand's tough reimbursement environment ensured the country was one of the hardest markets for pharmaceutical companies to operate.

**continued**

## EMPLOYMENT NARRATIVE

BETARNIC (Continued) **Managing Director, New Zealand**

- Reduced top-heavy executive management structure, reducing senior management headcount.
- Cut product “write-offs” by 80%, and slashed working capital from 35% to 20%.
- Introduced a reward and recognition program centered on “*Catching people doing good things*” a highly popular idea that quickly spread across the organization.
- Introduced incentive scheme for representatives considered instrumental in exceeding 2003 targets by 4%—the first time in 7 years a target was met.
- Instrumental in reversing government decision to refuse reimbursement for a revolutionary product that “turned off” the mechanism causing Chronic Myeloid Leukemia (CML). Embarked upon an aggressive media and community awareness campaign/media assault released during a sensitive election campaign. With the campaign gaining momentum and 5000 emails received within the first 72 hours of the campaign, government altered its stance to reach a funding contract agreement four months later in a deal worth \$NZ 130 million over 10 years.

**Managing Director, Betarnic Vietnam (2/2000–2/2002)**

*Environment:* Combination of representative office operations and 100% foreign-owned company with pharmaceutical manufacturing plant. *Position summary:* Oversaw \$US 5 million operation employing 160. Developed strategic plans, OTC/FMCG competencies in marketing and sales, and mentored high performing talent.

- Doubled sales to \$US 10 million in just 24 months, through a series of improvements that tracked field force performances, exited unproductive team members, and provided genuine incentives for delivering results. Results were delivered 3 years ahead of projection.
- Transformed sampling and attention-grabbing gimmick promotions, into a series of slick, professional, and sophisticated marketing strategies focused on delivering continual medical education to doctors.
- Doubled sales of calcium supplements in just 12 months by instigating a new screening test for bone stiffness—an indication of osteoporosis.
- Sourced funding and sponsored project for the successful company achievement of GMP accreditation—the first Vietnamese-based pharmaceutical manufacturing plant to accomplish this standard of excellence.

**Manager, OTC Integration, Betarnic Nutrition Singapore (7/1998–12/1999)**

- On a shoestring budget, launched medical nutrition business in New Zealand, Malaysia, Thailand and Indonesia during the Asian financial crisis and reinvested savings of \$US 1.5 into the larger markets.
- Propelled sales from \$3 million to \$20 million focusing resources and energies on large markets to drive growth. Identified suitable partner for entry into Japanese market.

## EDUCATION

**Bachelor of Business**  
University of California

# Anne Vincent

222 Mt Shimmer Road  
Mountain View, Hong Kong

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Residence: (852) 5645-8877  
Email: anne.vincent@bhk.com

## CEO • Senior Executive • Group General Manager • Divisional Manager

Strategic senior executive accustomed to large-scale global operations in diverse cultural environments. Expert in distilling and managing processes, enhancing internal structures, and promoting multi-skilled team competencies via nurturing mentorship and inspirational leadership. Engagements have spanned operational, strategic, technological, and change management roles, culminating in executive directorship of a global investment bank and regional leadership of operations in Hong Kong, Singapore and Korea.

### Professional strengths include

- Multi-site, Multicultural Operational Management
- Global Vision Planning
- Strategic Planning
- Customer Relationship Management
- Process Reengineering
- Productivity Improvements
- Project Management
- Team Leadership
- Issues Management
- Expectations Management
- Change Management
- Risk Assessments
- Cost Optimization and Containment
- Consensus-Building/Mediation
- Government Compliance Issues

### Business Experience

BANK OF HONG KONG, Hong Kong

#### Regional Head of Asian Equity Operations/ Head of Hong Kong Security Operations

7/2003–Present

Promotion to steer security operations in Hong Kong, quickly expanded into a dual operational role across a vast geographical area negatively impacted by a globally “flat” finance industry and the negative impact of SARS. Compounding these issues was a steep decline in regional office morale and executive directors openly voicing policy concerns.

These external and internal forces became the catalyst for embarking upon a comprehensive program as a corporate imperative to reduce costs, improve efficiencies, support sales with new product development for revenue growth, and repair relationships.

#### Major Project Contributions:

Devised business case summarizing efficiency, cost, and productivity benefits of a proposed technology upgrade poised to transition existing financial settlement systems to a standardized global platform.

Won the green light from the Board of Directors to deliver the multi-phased technology project from concept through implementation. With any error potentially costing millions in lost revenue, the project impacted 13 Asian markets, global clients, and the bank’s Asian equity business globally, and needed meticulous testing and implementation.

Managed stakeholder expectations and communications, juggled pre- and post-implementation resources, analyzed alternate options, drove project timelines, and reinforced the critical need for “plug-in” components to meet the unique needs of the region. The project delivered on all key criteria:

- Cut \$1 million in technology costs annually through reduced need for redundant hardware and elimination of maintenance contracts.
- Saved \$5 million through reduced headcount and improved efficiencies.
- Elevated customer satisfaction via faster, streamlined electronic services that surpassed output from the previous system. Clients now experience receipt of rapid electronic contracts, with less administrative input required.

#### SNAPSHOT:

**The Company:** Leading investment bank and asset manager.

**Clients:** include global fund managers, hedge funds, large corporate entities, governments, and private banks worldwide.

#### Report to:

- Global Head of Equity Operations (UK-based)
- Regional Head of Operations (Tokyo-based)

**Staff:** 85 across Hong Kong and regional offices.

**Direct Reports:** 13 (Hong Kong and regionally)

#### Summary:

- Steer operations across Asia Pacific satellite offices including Singapore, India, Korea, Taiwan, and Thailand.
- Head network management and business development and initiatives teams.

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## Business Experience

BANK OF HONG KONG, Hong Kong (Continued)

### Other Contributions/Highlights

- Delivered service improvements and reduced errors through a role consolidation process that eliminated the duplication of tasks between London and Asia for clearing and settling Asian market trades. Time zone advantages of centralizing the processing to Asia offered clients improved and faster service, cut duplicated information flows, and reduced labor costs.
- Conducted comprehensive review into the organization's compliance with Eurobank directives for managing equity business. Scrutinized client locations, communication methods, local market constraints, tax implications, and costs of compliance to deliver a set of alternate options.

### Responsibilities:

- Staff management
- Strategic visions: global and local
- Cost containment: labor, discretionary expenditures, and technology
- Risk management

### Regional Head of Client and Trade Date Services (C&TDS)

Presided over daily “middle office” operations, controlled information flows, reconciled trades, and measured performances as a basis for continuous improvement. Nurtured client relationships, assessed risk, and ensured compliance with labor costs and productivity targets.

(11/2000–7/2003)

### SNAPSHOT:

#### Reported to:

- Global Head of Client & Trade Date Services (London)
- Regional Head of Security Operations (Hong Kong)

**Staff:** 23 in Hong Kong (23) and 20 across Tokyo, Singapore, and Sydney

#### Summary:

- Managed client and trade date services operations in Tokyo, Singapore, Sydney, and Hong Kong.

#### Responsibilities:

- Client relationship management
- Overseeing transaction capture and processing
- Information management
- Risk management

### Key contributions:

- Identified operational inconsistencies between New Zealand, United States, Australia, Taiwan, Korea, and India and initiated a definitive case for changing to the Asian booking model that would seamlessly integrate with the proposed transition to a global platform and meet all legal and compliance issues.

With no additional resources allocated for the project, won buy-in from stakeholders in London, United States, and Australia to support the initiative. Personally reengineered processes, sought and achieved sign-off from tax, legal, and compliance experts, and influenced acceptance for change from clients.

- Client service improved through a global operation.
- Generated savings of \$50K annually through reduced need for staff supporting business in United States and London.
- Spearheaded new quality initiative designed to identify and resolve issues surrounding systems in London and Hong Kong that impacted clients or controls. Instigated process for categorizing issues, producing reports, and established a forum for resolution. Secured additional \$2.2 million in funding
- Analyzed, developed, and won widespread stakeholder acceptance for implementing significant cultural and organizational change via the *Follow the Sun* model. Exploited opportunities to provide service globally through the concept of one operation on three “shifts” in Hong Kong, London, and Stamford, replacing three separate enterprises operating individually with duplicated processes. The project was a major success reducing the time to forward contract notes alone, by 60%.

### Head of Sales Support

(1/2000–11/2000)

Role created specifically to provide an “introduction” to Hong Kong operations prior to senior-level appointment.

**Reported to:** Regional Head of Operations

**Staff:** 2

#### Responsibilities:

- Established new CRM program designed to support traders and sales staff in Asia Pacific, London, and United States for Asian equity business. Central point of contact for client-specific needs, and operational issues.
  - Eliminated potential for error, and reduced task duplication, by launching the implementation of an STP link that automated the production of contract notes and trade settlements. Productivity improvements prompted 30% reduction in labor costs through staff reductions. Identified 350+ non-standard “exceptions” cut to 10 just prior to the implementation.
- Client relationship management
  - New product development
  - Technology enhancements

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## Business Experience

POTTER MARBURN SECURITIES PTY LTD, California	9/1994–1/2000
<b>Head of Private Client Operations</b>	(4/1998–1/2000)
<b>Chairperson of Private Client Operations</b>	(3/1996–10/1997)
<b>Head of Operations / Associate Director</b>	(8/1995–3/1998)

### Summary of major accomplishments (1994–2000)

- Restructured operations for greater efficiencies and compliance. Personally produced the first money laundering policy for the company—a [then] revolutionary change that eliminated ad hoc accounts opening by sales teams, complete with strict and documented internal controls.
- Devised process that leveraged capabilities of Singapore to prepare Australia for future global business growth subsequent to a takeover by the Bank of Hong Kong.
- Completed separation of two distinct equity operations within ten days of merger, with no loss of business due to system or process failures. Divided staff to appropriate areas, communicated with the Stock Exchange to ensure no loss of priority for open orders, changed systems, and allocated clients.
- Delivered a series of cost savings through the centralization of operations, re-negotiation of information services contracts, and astute management of working capital.
- Established management systems and processes to ensure segregation of duties, controls, and management reporting for operations.
- Launched the “Private Client Operations and Risk Committee” to address divisional management void.
- Managed risk exposure overseeing policy formulation, compliance enforcement, credit, and business.
- Formulated and steered future operational visions for systems, processes, and procedures.
- Cut administrative costs subsequent to comprehensive review of credit control protocols.

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## Prior Engagements

- Equityman Ltd, Senior Research Analyst
- Cruickshank, Melon & Co, Senior Research Analyst: Industrial Sector
- National Securities Corporation, Project Officer
- Target Pty Ltd, Merchandise Manager, Personnel Manager
- California Department of Education, High School Mathematics & Science Teacher

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## Education & Training

**Master of Business Administration**  
University of California

**Bachelor of Science**  
University of California

**Graduate Diploma of Securities**  
The Securities Institute of Hong Kong

**Graduate Diploma of Education**  
University of California

### Additional Training:

Power of Process, Warwick University (UK) • Leading a Winning Team • Senior Executive Program • Alchemy Program for Senior Executives (INSEAD, France) • Hedge Fund Fundamentals • Global Leadership and Diversity Program • Leadership in a Global Organization • Leadership • Strategic Influencing & Networking

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## Directorships

Marketplace Showcases Limited  
Agribusiness Services California Limited  
NARW Pty Ltd