

GLEN E. JOHNSON

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BUSINESS & FINANCIAL LEADER

COO | CFO

Growing the Bottom Line with an Open Mind, Seeking First to Understand

Thoughtful and effective COO/CFO whose thorough knowledge of business has helped global icons and startups weather internal and market challenges and emerge thriving. Pragmatic approach drives rapid sales and profit growth within a strong framework of ethics and compliance.

Ambidextrous leader of groups as large as 300, mining individual strengths to achieve greater output and quality with smaller, more engaged teams. Early career as an auditor taught fiscal consequences of business decisions and has led to an ability to contribute as needed to general management, IT, HR, real estate, and more—all with the bottom line in mind.

Consummate learner and entrepreneurial thinker who fills market gaps with new offerings to revitalize 10-figure businesses. Use same approach to build successful micro-ventures in new industries such as storage, oil and gas, and chartered sailing.

Powered Growth

Booz Allen
100%+

TPG
50%

Empyrean
300%

0% 100% 200% 300%

Won CFO of the Year Awards



InformationWeek 500

P&L • M&A • INNOVATION • MULTINATIONAL LEADERSHIP • FINANCIAL & OPERATIONAL TURNAROUNDS
LEAN OPERATIONS • TAX STRATEGIES • IPOs & SEC COMMUNICATIONS • STARTUPS • INVESTOR RELATIONS
BOARD RELATIONS • CRISIS MANAGEMENT • NEW MARKETS • MARKET PENETRATION
NEW PRODUCTS & SERVICES • PRICING STRATEGIES

Executive Experience

Chief Financial Officer & Partner, BOOZ ALLEN (\$1B annual sales), McLean, VA—2007 to Present

Supported \$500M in sales growth, enabling critical marketing spend by right-sizing support functions after revenue decline.

Operating Partner, TPG CAPITAL PARTNERS (subsidiary of \$59B TPG Capital), Fort Worth, TX—2006 to 2007

Grew revenue of portfolio company 50% despite shrinking market. Uncovered opportunities to grow through diversification.

Chief Financial Officer, EMPYREAN BENEFITS SERVICES (\$15B NYSE firm), Houston, TX—1996 to 2006

Led IPO, \$900M in strategic acquisitions, service expansion, and private funding to achieve **300% growth and #1 market position**.

Chief Operating Officer & Chief Financial Officer, FESTLER & HIGGS, Chicago, IL—1991 to 1996

Averted bankruptcy, returning this top architectural and engineering firm to solvency and global market leadership.

Partner & Chief Administrative Officer, DICKENS CONSULTING (\$75M in annual sales), Chicago, IL—1980 to 1990

Helped launch and lead niche consultancy to 750 employees, 17 offices, **\$75M in annual revenue, and high-multiple sale**.

Audit Manager, KPMG, Chicago, IL—1975 to 1980

Quickly learned through auditing how business works across industries, functions, and geographies. Earned promotion to manager in 5 years, the shortest time possible for an auditor.

Education, Professional Development, and Board Appointments

Bachelor of Science in Accounting—Honors Graduate, University of Illinois, Champaign-Urbana, IL

Certified Public Accountant

10-month CEO Perspectives Program, Northwestern University, Kellogg Corporate Leadership Center

Active Member, National Association of Corporate Directors

HAVI Group, LLP, *Advisory Board Member to multibillion-dollar logistics and supply chain firm*

2010 to Present

University of Texas Alumni Association, *Chair of Finance & Investment Committee*

2006 to 2013

Northwestern Medicine – Cadence Health Foundation, *Board Member*

2015 to Present

EXECUTIVE LEADERSHIP CONTRIBUTIONS

Chief Financial Officer & Partner, BOOZ ALLEN, INC., McLean, VA

2007 to Present

\$1B+ management consulting firm serving Fortune 1000 companies from offices in 40 countries.

Recruited to 5-person senior leadership team to revitalize firm following 66% revenue loss under EDS and subsequent management buyout. Advise Board of Directors' Finance and Audit Committee. Ran Finance, IT and Real Estate departments' strategy and operations. Took over Travel in 2014. Lean accounting and finance operations were critical to enabling Booz Allen to recover from prior \$1B revenue loss.

Played Key Role in Profitable Recovery and Growth from \$500M to \$1B in Revenue

- Saved up to \$8M annually by redesigning tax strategy in 2008 and again in 2013.
- Cut Finance and Accounting staff 13% while adding locations, expanding business, and improving operations.
- Delivered completely clean, efficient audits while lowering audit expenses. Resolved previous audit quagmire.
- Honored as CFO of the Year by InformationWeek 500 and Financial Executives International.

Worked across Functions to Keep Expenses Down and Operations Thriving while Firm Recovered

- Reduced rent from 7% of revenue to less than 4% through aggressive space management.
- Achieved 99%+ system uptime and boosted first call IT problem resolution rate from less than 50% to more than 90%, with no increase in cost, by bringing India-based technical support in house.
- Lowered Travel operations costs 15% and improved service by changing division's management structure.

Operating Partner, TPG CAPITAL PARTNERS, Fort Worth, TX

2006 to 2007

PE subsidiary of \$59B TPG Capital, which invests in lower middle market business services, manufacturing, and healthcare firms.

Hired to lead turnaround of portfolio company, an internal audit outsourcing firm. Led firm and served as non-executive chair. Decreased demand for SOX (Sarbanes Oxley) consulting had driven revenues down rapidly.

Delivered Strongest Sales and EBITDA Performance of any CEO to Date

- Achieved 50% sales and 65% EBITDA improvement despite double-digit fall in market by improving staff utilization.
- Uncovered opportunities for growth in other areas of the portfolio, leveraging existing skills.

Chief Financial Officer, EMPYREAN BENEFITS SERVICES, Houston, TX

1996 to 2006

\$15B NYSE firm providing HR/benefits, outsourcing, and consulting services to Fortune 500 clients.

Recruited to join 6-person strategic leadership team with a mandate to drive growth and diversification. Collaborated on all business, marketing, and financial strategies and led team of 300+. Steered compliance as government controls became more stringent with the advent of SOX and other reforms. Played key role in expanding service offerings, distinguishing firm among outsourcing competitors, and growing market share by guiding senior team through M&A cycles that focused on bolt-on acquisitions of complementary businesses.

Powered Rapid Expansion with High-Performance Infrastructure and Processes

- Enabled 366% growth—from \$600M to \$2.8B—in services related to health and welfare, defined benefit, and defined contribution plans.
- Raised \$300M in private placement debt and monetized real estate assets to fund growth.
- Structured \$900M in acquisitions, building and leading world-class M&A team. Expanded EU and US presence.

Chief Financial Officer, EMPYREAN BENEFITS SERVICES, continued

Leading IPO to Become #1 in Market, Enable Continued Growth, and Realize Returns for Partners

Existing business model limited return on partners' investment and made growth dependent on their personal financial contributions. This and the rapid growth of the outsourcing business supported strategy of taking company public.

- Took lead on 2002 IPO, strategizing and executing SEC filing and NYSE communications. Built supporting structure from the ground up, including investor relations, internal audit capabilities, and cultural transformation.
- Kept IPO on schedule despite indictment of Hewitt's auditor, Arthur Andersen, the day after Hewitt's SEC paperwork was filed. Won investment banker support for accelerated 35-day re-audit strategy.
- Closed largest acquisition at the time, \$200M for Bacon & Woodrow, 3 weeks before IPO.

Chief Operating Officer and Chief Financial Officer, FESTLER & HIGGS, Chicago, IL

1991 to 1996

World-renowned global architectural and engineering firm.

Recruited by former audit client to reposition firm from insolvency to financial stability as a foundation for sustainable growth. Provided consistency through the tenures of 4 CEOs by leading strategic and financial planning. After assuming role, verified insolvency of US and UK operations and hired bankruptcy experts for workout.

Averted Seemingly Inevitable Bankruptcy by Implementing Multipronged Financial and Operational Plan

- Collaborated with returned former partner to return US operations to profitability. Personally led financial reforms and oversaw staffing changes.
- Reduced debt and overhead 50% and enabled active partners to make a living wage by negotiating with 3 banks, 11 landlords, and 46 retired partners to take financial hits that would enable the firm's recovery.
- Sped recovery and growth by steering business towards high-value geographic markets and new verticals such as transportation, healthcare, and emerging country infrastructure development.
- Regained market leadership, surviving simultaneous out-of-court bankruptcy and severe industry recession to win 1996 AIA Architectural Excellence Award.

Partner & Chief Administrative Officer, DICKENS, Chicago, IL

1980 to 1990

Litigation and dispute management services firm acquired in 1987 by Saatchi & Saatchi; now part of Navigant, Inc.

Launched firm with colleagues from KPMG. Firm grew from 25 to 60 employees in 18 months. Began as consultant, building back office infrastructure, and then holding Controller and CFO roles before becoming Chief Administrative Officer. Scope included establishing real estate, IT, recruiting, and HR support as firm gained a market foothold. It was critical to have the infrastructure to service large clients and global reach without sacrificing profitability.

Established Scalable Back Office to Support Growth to 750 Employees, 17 Locations, and \$75M in Sales

- Established infrastructure critical to landing first big projects, e.g. nuclear power plant rate analysis and cost justification for several large public utilities.
- Maximized ROI on Saatchi sale and created favorable tax structures for partners/shareholders.

LEADERSHIP PHILOSOPHY

"I grew up fixing things. I was the kid who had the toaster in pieces all over the kitchen table, and in a way, I still am.

As a finance and operations executive, I see a successful business as the result of each component working its best, individually and collaboratively. By understanding the role of every part, making micro and macro improvements, and putting it all back together, I've helped multiple firms survive restructurings and market downturns as well as maximize profits during growth periods."

MAKING IT “POP” WHILE KEEPING IT REAL

Glen took pride in his authenticity. His communications were concise, effective, and devoid of hyperbole. When I suggested that we add some visual elements to his résumé that would make his accomplishments pop out during a cursory read, he balked. As he put it, “People don’t want their CFO to be *too* creative, especially post-Enron!”

After some discussion and work in my “design shop,” we came up with an approach he felt comfortable with. One subdued graphic expresses his business results and peer recognition. The first page conveys the important aspects of his career and can be used as a standalone document.

On the following pages, value added headlines connect the dots between individual accomplishments and big picture strategy. A statement of leadership philosophy on the last page adds visual balance while giving the reader a deeper glimpse into Glen’s brand.