

# JAMES R. COLLINS

## GLOBAL ENTERPRISE DATA & ANALYTICS EXECUTIVE

**Revolutionizing How Big Data Generates Actionable Insights, Empowers Decision-making, Unlocks Business Potential**

Foster data-driven organizations, teams and cultures with a passion for translating data assets into commercial insights and competitive market advantage. Specialize in predictive analytics, data engineering and architecture, governance, business intelligence (BI), enterprise data strategy and cloud computing.

## DELIVERED BIG DATA MANAGEMENT TRANSFORMATIONS EMPOWERING 6 COMPANIES (4 FORTUNE 100s) IN 4 INDUSTRIES

- |                                    |   |
|------------------------------------|---|
| <b>Lincoln Financial Insurance</b> | ▪ <b>Modernized enterprise data architecture</b> by redefining vision, strategy and transformation roadmap for cloud-based data discovery and visualization.                        |
| <b>Alexion Pharmaceuticals</b>     | ▪ <b>Sparked transformation to data-centric, cloud computing enterprise</b> and steered transition to agile organization while elevating IT to value-added business partner status. |
| <b>Hormel Foods</b>                | ▪ <b>Spurred corporate growth by optimizing data and analytics capabilities.</b>  |
| <b>Bristol-Myers Squibb</b>        | ▪ <b>Built Data Science Shared Services organization from the ground up</b> transforming IT function into BI Competency Center capable of generating data-driven business insights. |
| <b>Merck &amp; Co.</b>             | ▪ <b>Drove \$1B revenue growth in &lt;1 year (3X faster than target) by introducing BI and analytics.</b>   |
| <b>Pfizer</b>                      | ▪ <b>Pioneered pharmaceutical industry's approach to enterprise data management</b> targeting data warehouse solutions, BI and global centers of excellence.                        |

## INDUSTRIES & AREAS OF EXPERTISE

Healthcare | Pharmaceuticals | Insurance | Financial | CPG

- |                                      |                                     |                                  |
|--------------------------------------|-------------------------------------|----------------------------------|
| ▪ Enterprise Data Management         | ▪ Big Data Operations               | ▪ Data Engineering & Integration |
| ▪ Data Science, Predictive Analytics | ▪ Enterprise Digital Transformation | ▪ Cloud Computing, AWS           |
| ▪ Information Architecture           | ▪ Data Strategy, Strategic Planning | ▪ Advanced Analytics             |
| ▪ Data Governance                    | ▪ M&A Integration, Due Diligence    | ▪ Business Intelligence          |
| ▪ Sales & Market Reporting           | ▪ Organization & Team Building      | ▪ Data Privacy & Compliance      |

## BOARD MEMBERSHIPS & PROFESSIONAL AFFILIATIONS

Alteryx Advisory Board | IBM Client Advisory | Salesforce Advisory Council | Amazon Retail Link Advisory  
STAT International | Big Data Management Association | The Data Lake Institute | EDM

## EXECUTIVE EXPERIENCE

### Corporate Vice President, Enterprise Data Management & Analytics

Lincoln Financial Insurance, New York, NY (2018 – Present)

*Challenge:* Rationalize and rebuild data strategy. Spearhead digital transformation.

*Key Roles:* Orchestrate Data Engineering and Big Data operations. Develop, execute master data management (MDM) and data governance frameworks. Optimize capabilities (BI, analytics, data democratization) and architect large-scale data management/business analytics solutions. Serve on Enterprise Architecture Review Board. Lead 20+ personnel.

## LEADERSHIP IMPACTS

**Built Data Engineering Services organization delivering first-ever C-level insights into customer experience, business processes and revenue growth/cost saving opportunities.**

- **Envisioned**, built out state-of-the-art, self-service data management ecosystem.
- **Pioneered** secure, high-performance data streaming/IOT data ingestion for digital healthcare.
- **Boosted ROI 27%** on big data analytics investments; scaled data ingestion 5X generating 47% latency reduction, 33% cost savings.
- **Launched** Analytics Center for Enablement (C4E); championed self-service analytics and data virtualization.

North Wales, PA 19454 | 215.555.1212 | jamesrcollins12@gmail.com | linkedin.com/in/jamesrcollins-cdo

## JAMES R. COLLINS

### Head of Commercial IT Data & Analytics Alexion Pharmaceuticals, Boston, MA (2015 – 2018)

*Challenge:* Build out analytics capabilities. Lead strategic repositioning to ethical pharma company.

*Key Roles:* Defined enterprise data strategy and introduced advanced predictive analytics. Overhauled BI capabilities, modernized technology environment and improved talent pipeline. Led multibillion-dollar M&A integrations. Directed 50 personnel, \$12M budget. Served on CIO Leadership Team.

#### LEADERSHIP IMPACTS

**Led commercial IT portfolio transition to agile cloud-based BI, Data Warehouse, Big Data and Predictive Analytics information delivery ecosystem.**

- **Modernized** operational reporting capabilities, implemented BI Solutions Competency Center (COE).
- **Expanded** digital health, leveraging insights to improve patient experience and accelerate benefits.
- **Built** Advanced Data Analytics Technology Incubation Facility to commercialize AI/ML solutions.

**Leveraged new digital/data capabilities to grow revenue, cut costs, enter new market.**

- **Boosted revenue \$135M annually;** purged 70% of data quality issues, delivered \$2.5M savings.
- **Generated** real-time executive insights into corporate performance, M&As (primary growth-driver).
- **Implemented** Patient Journey Data Lake analytics, machine learning framework helping reposition Alexion as an ethical pharmaceutical company in terms of compliance, accountability and culture.

*“James is the quintessential data leader within the pharmaceutical industry today. His depth of knowledge, insight, vision and ability to communicate complex analytics to business unit leaders transformed how Alexion approaches the market and serves its customers.” ~ Thomas Wellesley, CEO, Alexion Pharmaceuticals*

### Head of Global Business Intelligence & Information Management Hormel Foods, Austin, MN (2012 – 2015)

*Challenge:* Transform BI organization, improve information management, align technology with brand reinvention strategy.

*Key Roles:* Offshored support function, improved talent pipeline/organizational culture and reengineered financial reporting KPIs to tie to corporate growth. Introduced strategic sourcing, agile, ITIL, ETL and data governance. Led 30-person global team, \$10M budget. Chaired Data and Analytics Steering Committee.

#### LEADERSHIP IMPACTS

**Revitalized corporate reporting and strategic KPI scorecard, delivering near real-time operational metrics dashboards for Office of the CEO and Leadership Council.**

- **Defined** consumer engagement strategy leveraging digital transformation and data insights to improve supply chain and demand forecasts, increase brand awareness and consumer engagement scores.
- **Improved** analytical data quality from 67% to 98%. Generated 95% reduction in reporting cycle time.

**Pioneered data integration to build global brands digital storefront, setting CPG vertical gold standard as a first-in-class data-as-a-service (DaaS) capability.**

- **Rebuilt** Data organization’s reputation and architected next-gen BI/Information Management ecosystem.
- **Launched** “Insights Through Analytics” initiative building analytical skills fitness, accelerating business adoption of new BI strategy/self-service data visualization.

**Transformed data analytics, empowered corporate growth with new product offerings.**

- **Leveraged** analytics to improve stocking/merchandizing/supply chain decisions.

*“James’ lead in turning around our business intelligence function was key to understanding the real market opportunities in front of us, and key to maximizing our rebrand effort.” ~ David Sussex, Chief Sales & Marketing Officer, Hormel Foods*

## JAMES R. COLLINS

### Senior Director, Enterprise Information Management

Bristol-Myers Squibb, Dublin, OH (2010 – 2012)

*Challenge:* Rationalize enterprise technology strategy, close data insight gaps, build out Data Services organization.

*Key Roles:* Spearheaded BI strategy and technology restructuring initiatives, architected data science and advanced analytics solutions and introduced process standards and best practices. Directed 90+ staff, owned \$20M project portfolio P&L.

#### LEADERSHIP IMPACTS

**Created Data Services function enabling analytics delivery to patients and business stakeholders for first time.**

- **Initiated** SaaS hosting elevating service levels to 90%+ with 75% acceleration in business process cycle time.
- **Optimized** application portfolio, expedited reporting cycles and eliminated operational silos.
- **Generated** multimillion-dollar cost savings through standardized BI platforms, technologies and services.

### Program Director, Global Business Intelligence Technology Solutions

Merck & Co., New York, NY (2004 – 2010)

*Challenge:* Develop insights into global market opportunities as Merck expanded its business lines internationally.

*Key Roles:* Partnered with key stakeholders/executive teams to build out global IT organization, commercial IT program, data analytics products and performance scorecards. Chaired International Data Governance and Stewardship Council. Oversaw 100-member US team, 25-person international team and \$10M annual budget.

#### LEADERSHIP IMPACTS

**Sparked expansion into global and emerging markets by defining, executing enterprise data strategy.**

- **Drove 8% market share growth** through advanced data science solutions.
- **Created** analytics-based, enterprise view of global market opportunities, generating first market insights by product and geography.
- **Established** first transparent view of multibillion-dollar R&D value stream, pipeline, costs and timelines; optimized spend and accelerated time-to-market with real-time decision-making capabilities.
- **Instituted** international commercial BI/analytics system, delivering operational insights, reporting and performance dashboards for sales, market share, call center and financial metrics.

### IT Director | Data Analytics SME

Pfizer (Wyeth) Pharmaceuticals, Collegeville, PA (2000 – 2004)

NY (2004 – 2010)

*Challenge:* Modernize Pfizer analytics by translating data into insight-driven executive decision-making capabilities.

#### LEADERSHIP IMPACTS

- **Pioneered** Pfizer's data warehouse solution facilitating customer management and sales force optimization. Implemented Salesforce CRM providing insights into new prescription sales, leading/lagging products.
- **Rebuilt** entire data ecosystem; **built out global data organizations in APAC and EMEA.**

#### EDUCATION

**Master's degree (MS) in Computer Science**

**Bachelor of Science (BS), Computer Science**

Syracuse University, Syracuse, NY

**Bachelor of Arts (BA), Political Science**

SUNY-Binghamton, Binghamton, NY

**Project Situation/Challenge:** James came to me in 2019 after struggling for months in his job search. He had paid another writer to create his original resume and, honestly, on the surface I could not find flaw with that resume. However, once we had our initial conversation it became clear that the resume he was using was not properly aligned with the job search he was actually conducting. James mentioned in that first conversation that he was getting lots of traction with his current resume, just not for the roles he wanted. Recruiters were contacting him weekly for CIO and VP of IT roles but not for the Senior Data Analytics Executive (SDAE) roles he coveted. It was at this point that I realized the real issue: the content his resume focused on was everything you'd want in a CIO but far from adequate to land SDAE roles. I suggested to James that, while his IT achievements were commendable, they were not positioning him correctly. In fact, he looked so good as a CIO that companies probably wouldn't even consider him for SDAE roles (which appeared to be the case). In talking with James, he had added tremendous value to 6 companies in the data arena, but those achievements were merely after thoughts in his original resume.

**Document Style & Information Inclusion:** We set out to put those data achievements front and center.

Style and content were additional challenges with James' resume. He liked the value that he brought to companies on the IT side and was reluctant to let them go. It took coaching, coaxing and convincing to prove to James that a narrower focus was what he really needed to stand out as a Senior Data Analytics Executive. I explained that while operational achievements ("reduced project delivery times 70%" or "improved business outcome satisfaction from 67% to 93% with 75% fewer defects") and cost savings ("leveraged M&A synergies eliminating 80% net IT cost redundancies") are strategically important for CIOs, it's not the kind of information that is going to WOW! someone looking for a Senior Data Analytics Executive. Instead, we focused on his ability to build out, operationalize and lead data/analytics organizations, create data-driven company cultures and make data a driving force in company growth and performance. Anytime we referenced cost savings, sales growth or operational improvements, we made sure to put them within a data perspective.

I chose a classic format and placed his most impactful achievements in each role at the top of the page. This allowed us to show a pattern of leveraging data to improve overall company performance right out of the gate. I used color, bold highlighting and shading to strategically guide the reader to the most interesting content and included quote callouts on page 2 to really emphasize the enterprise-level impacts James provides.