

Executive Profile

Information services and technology pioneer with a proven reputation for transformations, turnarounds, trailblazing, and rapidly steering organizations to increased competitive advantage, a stronger bottom line, and shareholder gains by leveraging innovation to maximize performance and quality.

Vision & Focus • Risk Management • Efficiency & Performance • Quality Improvement Retail • Distribution • Manufacturing • Telecommunications • Healthcare

Revolutionary technology expert who develops and empowers performance-driven teams that lower operational costs and increase efficiency, cementing a competitive edge in the market and bolstering bottom-line financial results.

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| <input checked="" type="checkbox"/> M&A / divestiture planning and implementation | <input checked="" type="checkbox"/> Team leadership, restructuring, and hiring |
| <input checked="" type="checkbox"/> SaaS, cloud, custom, open sourced technologies | <input checked="" type="checkbox"/> Hybrid IT service delivery strategy |
| <input checked="" type="checkbox"/> R&D and process improvement | <input checked="" type="checkbox"/> Business and technology alignment |
| <input checked="" type="checkbox"/> Project management and change leadership | <input checked="" type="checkbox"/> System architecture, design, and implementation |

Professional Experience

SONIC HEALTH, VP and CIO

Challenge: Initially hired by the parent company of Sonic Health Care (SHC), based on personal reputation in Atlanta's IT community, to pioneer the spin-off of SHC in 12 months. SHC consists of 12,000 employees in 72 countries.

- Results:**
- **Completed SHC spin-off three months early.** In the span of six months, assembled a core group of 110 in-house world-class IT staff members from across the globe and augmented that group with best-in-class solutions and support from leading service providers and vendors with highly specialized expertise.
 - **Generated more than \$25M of annual expense reductions** and provided an EPS of \$0.03 by completing a temporary service agreement early, under budget, and with zero missed orders.
 - **Lifted and shifted the \$22B consumer packaged goods (CPG) systems down to the newly created \$1.5B SHC.**

Tenure: Directly recruited in 2014. After completing the spin-off, remained at SHC for one year to optimize solutions by focusing on continuous improvement with an ongoing check-and-adjust model.

LOCAL CITY, CIO and VP of Operations, Customer Care, and Engineering

Challenge: Lead the merger integration of systems, data, and customers for the fastest growing technology company in Georgia. Local City is the preferred provider of cloud-based VOIP SaaS for over 35,000 customers and 300,000 users in the United States and Canada.

- Results:**
- **Completed the merger integration ahead of schedule, under budget, and with a 2.5% churn rate** (target churn rate was 4.5 %).
 - **Headed the virtualization of the Local City product to AWS**, with the CTO as a partner, resulting in domestic and international cloud capabilities.
 - Performed due diligence and integration for domestic and international acquisitions.

Tenure: Hired in 2011. Spent two years building up the company to position it for sale. Local City was purchased by Vonage in 2013 for **\$130M**.

WILSON HOMES, CIO and SVP of Information Systems and Technology

Challenge: Redefine the traditional executive IT role at Wilson, a leading homebuilder that had periods of double-digit growth followed by major operational downturns during the housing market crisis. In addition to maintaining IT infrastructure, used data mining and analytics to solve real-world problems, such as customer retention and price competitiveness, to support revenue growth and cost savings.

Results:

- **Slashed construction material costs more than \$12M** and improved cost competitiveness by centralizing purchasing functions and creating a price point strategy derived from business intelligence initiatives and supplier negotiations.
- **Exceeded industry lead generation averages by 42%** by partnering with the marketing team to design and launch a new online strategy involving agile methodology from design, QA, and UX with salesforce.com and wilsonhomes.com.
- Strategically increased lead-to-prospect and prospect-to-sale conversion rates and improved ongoing customer care while **reducing manpower 75%** during the housing market crisis.

Tenure: Hired in 2005, one year before the housing market crisis began and three years before the Case-Shiller home price index reported the largest price drop in its history. The company was forced to downsize in 2011 as a result of the recession that followed the bursting of the housing bubble.

CITY GRID, CIO and VP of Information Planning, Systems, and Technology

Challenge: Realign the IT organization's structure, improve management processes, and upgrade the efficiency and quality of the IT organization for a \$1.2B service provider composed of five portfolio companies and 7,000 employees that served the hospitality, medical, chemistry, and manufacturing industries.

Results:

- **Saved the company \$750,000** by renegotiating contracts for all IT related software, hardware, and services.
- Devised a Business Application Portfolio Roadmap and streamlined 50 siloed applications into four integrated core systems, which **saved City Grid another \$500,000**.
- Minimized overhead by upgrading to PeopleSoft 8.4 Web Enterprise software, which **streamlined XML vendor compliance and data entry by 50%**.

Tenure: Directly recruited in 2001. Spent two years building up the company to position it for a merger. City Grid completed its **\$113M** merger with NS Acquisition Corporation in 2003.

ADDITIONAL EXPERIENCE

COMDASH, SVP of Global Advisory Services and VP of Professional Services Delivery

ANB INSURANCE GROUP, CIO and SVP

OFFICE MAX, Senior Executive Director of Business Systems and Director of Global IT Operations

Education, Recognition, and Affiliations

Georgia Southern University, Bachelor of Science: **Information Systems and Management**

Georgia CIO of the Year Corporate Finalist, 2006, 2008, 2011 and **Global Finalist**, 2016

Georgia CIO Leadership Board, 2009 and 2016

Georgia Southern College of Information Technology Alumni of the Year, 2007

Woman of the Year in Technology Enterprise Business Nominee, 2006

Georgia Southern University College of IT Advisory Board Member, 2005 - 2015

Résumé Strategy

Cindy has a great reputation in Georgia for positively impacting IT organizations in a variety of industries. Starting the document with her executive profile and value proposition sets the tone for the huge accomplishments the reader is about to see.

The document does start with her name, but all of her contact information is at the bottom of the page, instead of at the top. This helps the reader focus on her brand as an IT leader, and not be distracted by miscellanies like her contact information. Cindy also didn't want people to get hung up on the fact that she resides in Georgia since she was open to relocating anywhere.

As a "transitional CIO", companies like to hire Cindy to turn around failing IT organizations or to upgrade the IT organization prior to the sale or acquisition of the company. Once Cindy has conquered this challenge, her role at the company ends. As a result of her success, she has several short periods of employment on her résumé. If Cindy wanted to continue being a transformational CIO, this may not have been a huge challenge. However, she was tired of changing jobs every few years and wanted to find employment with a company where she could have a long tenure. The short stints of employment on her résumé were a huge red flag for stable employers that thought the brief tenure indicated failure instead of success. To overcome this challenge, the document does not include the standard dates of employment next to the company name or position title. Instead, after explaining the challenges faced and results achieved in each role, there is a tenure section. This section states the year of hire, how long she was employed, and when and why she left the company. Providing this context around her short employment periods leads the reader to understand that she left due to success, not failure.

The lack of color in the document is intentional and meant to avoid unconscious bias. Readers don't often see a résumé in this format, so good use of white space and lack of other visual distractions like arrows or quote blocks is essential to keep the reader focused on the content and pull their eye from one line to the next. A bold, slightly expanded font aids the reader in focusing on the most impressive information on the document if they are simply scanning it.

To highlight Cindy's success, the résumé uses a heavy amount of quantification, including timelines, dollar amounts, and percentages. Since Cindy has an undergraduate degree and is competing with some CIOs who have advanced degrees from remarkable schools, her impressive affiliations and nominations are listed under the same section.