



TRANSFORMATION ADVISORY SERVICES

TURNING INSIGHT INTO FORESIGHT



TRANSFORMATION ADVISORY SERVICES

CELERA PARTNERS TRANSFORMATION ADVISORY SERVICES (TAS) OFFERS INSIGHTS AND SOLUTIONS TO CIOS, CEOS AND THE BOARDS OF LARGE GLOBAL ENTERPRISES.

We help organizations undertaking large, long and risky IT transformation and modernization initiatives. Our services focus on three essential success factors:

- IT Strategy Alignment to maximize potential of technology
- Cost Cutting to boost the bottom line
- Executive Capabilities to designate leadership that performs

TAS delivers impartial advice to safeguard multi-year IT investments. Unlike the endless commitments that Consulting & Systems Integration (C&SI) firms encourage, we turn insight into foresight to save our clients millions of dollars as quickly as possible.

Each TAS engagement team is led by an outstanding former CIO, supported by an impressive Advisory Board of stellar IT leaders. Together they provide an invaluable IT reality check for transformations that just can't fail.

IT REALITY CHECK

TAS is unrivaled at validating major technology investments. At any point along a modernization cycle, TAS can help clients evaluate, redirect, dial up or dial down elements of their IT initiatives. We look into problematic activities that can produce big wins if addressed properly. A reality check from TAS can turn problems around and reassure stakeholders.

SOME OF THE SERVICES WE CAN OFFER:

- Assess the effectiveness of the IT organization – Strategy reconciliation and confirmation
- Identify specific cost-reduction opportunities
- Evaluate governance & process capabilities
- Mitigate risks inherent in mergers/acquisitions, divestitures and restructurings
- Identify insource/outsource opportunities
- Review compliance and enterprise IT risk management – Security, Data Protection, SOX
- Improve cost/capital structure optimization
- Design an organizational structure that drives success
- Optimize systems performance to produce better data for better decision-making
- Designate program leaders who can execute
- Negotiate advantageous terms – Service Level Agreements, vendor contracts

“I am impressed with the CIOs that TAS has brought together. Their collective experience is very valuable.” – FILIPPO PASSERINI, President, Global Business Services and CIO, Procter & Gamble

OUR ENGAGEMENT PROCESS

TAS consultants excel because they are credible at the board and operational levels. Our consultants have serious operations experience in large-scale complex enterprises across a wide range of industries.

Our engagements thus focus on practical considerations—implementable activities that will produce results—that can get lost in the course of a major transformation. An engagement can involve anything from coaching the client’s CIO, to performing research projects and risk assessments, to major implementation consulting and program management.

Clients should consider us highly-focused personal advisors. TAS’ consultants have repeatedly lived and led the entire IT transformation cycle, not just designed or implemented some little piece of the puzzle. We see the whole picture at all times so we can help our clients plan for every contingency and prepare for any consequence.

Being an impartial, trusted advisor is one of our key differences. Our advice is not driven by the commercial interests of vendors selling enterprise application software, hardware or large C&SI services. Since our business model is not predicated on long-term engagements, we seek to be rewarded by the impact and value we create.

THE TAS TEAM

Our Advisory Board is composed of world-class experienced current and retired CIOs, business leaders and consultants. Collectively, they provide unparalleled insights into technology, innovation and current best practices for the office of the CIO and corporate governance. The Advisory Board offers advice and insight before the engagement and plays an active role in each engagement, serving as a powerful resource for our clients.

Our Engagement Teams are led by a seasoned CIO supported by experienced consultants. Our CIO serves as the primary connection with the client’s CEO, CIO, executive team or board. Our CIO leads the consulting engagement, develops the project strategy, contributes the wisdom of his or her accumulated experience, makes presentations to the client’s senior leadership and is ultimately responsible for the work product.

“There is no substitute for experience in managing large-scale business transformations. The unique value of TAS is their ability to bring some of the most experienced and well-respected practitioners and strategists to the table to help clients realize game-changing results quickly. Their team of results-oriented visionaries have unmatched track records at driving innovation, improving efficiency and enabling break-away advantage.” —GREGOR BAILAR, former CIO, Capital One and NASDAQ

ADVISORY BOARD PANELS

On a very selective basis, TAS will arrange for a panel of specially-selected technology leaders to meet with the prospective client's executive leadership team. The panel would be composed of a small number of CIOs, top consultants, and other highly-experienced executives. Over the course of several hours, the client's executive leadership team would review their company's primary IT challenges and the panel would offer expert insight and suggest possible approaches and solutions. The discussion is intended to be thought-provoking and productive, focused on providing the executive team with a quick reality check on its IT investment initiatives and suggest areas where TAS can quickly make a big difference.

SUGGESTED PARTICIPANTS

- Client Executive Team
- Select Advisory Board members
- Discussion Moderator

A Client + TAS Panel session can take place at a venue of the client's choosing.
A date for the session would be coordinated between the client and the panelists.

RECOMMENDED AGENDA

10:00 a.m.	Introductions & Review of Session Goals
10:15 a.m.	Client's High-Priority Issues [Client Executives]
10:45 a.m.	Discussion
12:00 p.m.	Working Lunch
1:00 p.m.	Initial Recommendations [TAS Panel]
1:30 p.m.	Next Steps & Close

A TAS Advisory Board Panel offers prospective clients a glimpse of the powerful insights and tremendous cost savings that TAS' consultants can provide.

“The idea of bringing experienced and credible viewpoints to large-scale, high-risk initiatives makes sense. I am not aware of any better way to do that than what TAS provides.” —ESAT SEZER, SVP and CIO, Coca-Cola Enterprises

“The tools for managing the explosion of information, the understanding of needs, the targeting of services and the integration and distribution in the new “connected-world-order” are changing quickly and accelerating innovation at speeds well beyond those in the past.”



GREGOR BAILAR

retired as CIO from **Capital One** in late 2007 where he led an industry-recognized technology team that was pivotal to Capital One’s diversification and innovation strategies. The company transformed itself from a mono-line credit card supplier to one of the top 10 diversified banks in the United States, re-inventing nearly all of its processes along the way. Prior to Capital One, Bailar headed up Operations and Technology at the NASDAQ Stock Market during both the dot.com boom and 9/11. He worked at Citibank before that as Chief Technology Architect. In 2007, Bailar was inducted into the CIO Hall of Fame by CIO Magazine. His writings and speeches have appeared at events all over the world sponsored by prestigious publications such as *The Economist*, *Forbes* and *The New York Times*.

**SELECTED
ADVISORY BOARD
BIOS**



STEVE BANDROWCZAK

is President, Enterprise Sales Americas for **Nortel**, one of the largest makers of telecom equipment in North America. Promoted from global CIO, he is transforming the Enterprise Solutions business to create a true solutions selling capability throughout the Americas. Steve previously served as CIO for Lenovo, DHL, and Avnet. At Lenovo he eliminated \$750 million in costs. At DHL he managed a \$1.5 billion budget and a staff of 5,000 supporting 150,000 employees in more than 250 countries. In 2004, Steve was named one of the Top 100 CIOs by *Computerworld*.

“Systems as diverse as the world wide web, Internet or the cell are described by highly-interconnected networks with amazingly complex structure. The amazing order characterizing our interconnected world has important implications yet to be discovered.



LÁSZLÓ BARABÁSI, PH.D.

is a Distinguished University Professor at **Northeastern University**, where he directs the Center for Complex Network Research, and holds appointments in the Departments of Physics, Computer Science and Biology, as well as in the Department of Medicine, Harvard Medical School. His work led to the discovery of scale-free networks in 1999, and proposed the Barabasi-Albert model to explain their widespread emergence in natural, technological and social systems. László has been widely featured in the media, including *The New York Times*, among others.

“Too often, companies change managers to try to fix a business without questioning the business model. Great management can not overcome a flawed business model.”



AL CARMONA

served as EVP for **Mars & Co**, a high-end international strategy consulting firm, where he remains a Senior Advisor. During Al's 22-year career at Mars & Co he left a lasting imprint on many Fortune 100 companies. Examples of client projects include leveraging portfolio and economic analyses to enable > \$1 billion/year profit swing at a major international division and assessment and support of strategic acquisitions totaling tens of billions of dollars.



KAREN FLATHERS

served as SVP, Consulting Delivery & Operations for **SAP America**, a subsidiary of the world's largest business software company. During her 15-year career with SAP, Karen transformed SAP's consulting practice from a small cost center into a profitable \$1.3 billion business with 1,500 consultants and over 2,000 corporate clients. Karen is a recognized expert in the business of professional services and combines extensive experience building, organizing and growing consulting practices with an insider's knowledge of SAP and its products.

“Effective business modernization requires a strong customer-focused, forward-looking sense of purpose to guide the actions and behaviors of an organization's business and IT partners.”



MIKE FOLEY

served as CIO for **MassMutual**, one of America's oldest and largest financial groups. Mike conceived and successfully implemented a core business IT modernization program that in 2 years grew MassMutual from 5th to 3rd largest domestic whole life insurance producer, driving a 15% expansion in agent sales force and a 10% increase in agent sales productivity. Mike transformed IT into MassMutual's top-performing organization, recognized as such by the CEO in 2007, with a staff of 1,800 and an annual budget of \$380 million.

“Information technology can be a great enabler or it can be a barrier. Leading organizations apply technology to their businesses in a thoughtful and managed style to drive true business value.”



DAVE HILL

served as Senior Managing Director for **Accenture**, the world’s largest consulting firm. As the Systems Integration Global Practice Lead, Dave was responsible for a \$7 billion business with 3,500 people across 15 countries, achieving the #1 ranking among SI firms including multiple awards from SAP and Oracle. He led a turn-around effort for Accenture’s Consumer and Industrial Products practice in the Americas, growing revenue 60%+ and operating profit 100%+ in 3 years. Dave retired from Accenture after a 24-year career.

“The only thing more important than a CIO’s ability to lead change is their ability to develop change leaders.”



RON KIFER

is Group VP and CIO for **Applied Materials**, the world’s largest maker of semiconductor, display and solar production equipment. Ron transformed the company’s IT capability from order-taker to business enabler while reducing costs by a third and driving one of the largest and most successful global SAP/ERP-enabled business transformations. He introduced an innovative enterprise managed service model that delivered significantly higher service levels and cost savings of more than 35% against an implementation timeline of less than six months. Ron previously served as European CIO and North American CIO for DHL Express. In 2007 he was inducted into The Outsourcing Hall of Fame by the International Association of Outsourcing Professionals. In 2009 he was named to *Computerworld’s* list of Premier 100 IT Leaders.

“Celera’s TAS offering is an innovative, groundbreaking approach to helping companies successfully manage the integration of value, risk, strategy and execution for business-driven technology initiatives.”



ED LANGE

is Global Chief Customer Officer and EVP for **SAP**, the world’s largest business software company. He is responsible for major customer initiatives worldwide, including customer satisfaction and oversight of SAP’s strategic global customers. Ed is also the regions’ managing executive for SAP initiatives focused on Industry Solutions, Business Process Outsourcing and Strategic Business Development. He sits on the boards of the National Association of Manufacturers, SmartOps, and the Information Technology Association of America.

“IT success is measured in terms of business success. IT’s linkage to business strategy and operations is the most critical aspect of superior performance.”



TOM MURPHY

is SVP and CIO for **AmerisourceBergen**, one of America’s largest pharmaceutical services providers. Tom serves as Chief Integration Officer of the company’s Business Transformation initiative, leads the IT global sourcing strategy and is managing the integration of multiple mergers and acquisitions. Tom previously served as CIO for Royal Caribbean Cruises, Bristol Hotels & Resorts, Cendant, and Omni Hotels & Resorts. Tom was named one of ComputerWorld’s 2002 Premier IT Leaders and was recognized as a 2008 Global CIO Executive Summit Top 10 Leader & Innovator.



BOB RIDOUT

served as VP and CIO for **DuPont**, the pioneering US chemical maker. Bob was responsible for overall operation and direction of IT within DuPont globally, earning the reputation for the group that “IT works”. He led all of the IT at headquarters, in the business units and the global regions supporting business operations, manufacturing and R&D, and for the communications networks linking them together. He developed and implemented a corporate IT strategy to move 20 Strategic Business Units with \$30 billion in revenue and hundreds of sites worldwide to a coordinated SAP platform. DuPont’s SAP approach made it a reference account by SAP, Accenture, and CSC – all calling this a best practice. Recognized throughout his 39-year career at DuPont for successful transformations and alliances, Bob was named IT Executive of the Year by the Latanze Center for Excellence in 2000 and CIO of the Year by UBS in 2005.

“Today it is more important than ever to ensure that every dollar invested in IT is generating real value for the business. In our global economy, it is paramount that IT provide the glue that integrates and enables the organization to work seamlessly and transparently around the world.”



KARL SALNOSKE

is VP and CIO of **Schering-Plough**, a \$20 billion global pharmaceutical company. Karl manages a global IT staff of over 1,200 while maintaining an industry-leading low-cost structure. As CIO he established an IT governance process that enabled the globalization and consolidation of the company’s IT infrastructure, aligned the business needs with the IT priorities and optimized the IT investment portfolio. In addition, he has led the integration of two major mergers and driven the company’s ongoing transformation. Karl is a senior IT and operational executive with a strong combination of IT, general management and strategic consulting experience. Previously he served as CEO for Adaptive Trade, General Manager for IBM Software Solutions and as a strategy consultant for McKinsey & Company.

“IT initiatives cannot be deemed successful without demonstrating a positive impact upon the business processes they help enable.”



GERRIT SCHUTTÉ

is SVP and CIO for **ConAgra Foods**, a leading branded foods company with sales of \$11.6 billion. Gerrit has successfully led ConAgra's complete restructuring, consolidation and modernization of all IT resources. This included the design and construction of state-of-the-art data center capabilities, outsourcing of legacy application systems and proliferation of PMO disciplines and standards across the enterprise. He has implemented effective technical and leadership development capabilities throughout all areas of the IT organization. His organizations have successfully implemented a single SAP instance across multiple business platforms and functions including Finance, Supply Chain, Sales and R&D. In 2009, ConAgra became the first company in the Americas to be awarded certification from SAP as an Advanced Customer Center of Expertise. Prior to joining ConAgra, Gerrit served as SVP - IS Infrastructure for the Mutual of Omaha Companies and VP and CIO for the Fidelity Mutual Life Insurance Company.



TONY SCOTT

is Corporate VP and CIO for **Microsoft**, the world's largest software company. Tony is responsible for all of Microsoft's IT, including support of the product groups, the corporate business groups, and the global sales and marketing organization. Tony is also the executive sponsor for Microsoft's Operational Enterprise Risk Management efforts and supports the integration of management principles from the Quality & Business Excellence team, which drive continuous and breakthrough process improvements across the company. Prior to Microsoft, Tony served as CIO of Disney and played similar roles at General Motors and Bristol-Myers Squibb. His professional experience has also included assignments at Marriott, Cadren Systems, Sun Microsystems and PricewaterhouseCoopers.



BETTE WALKER

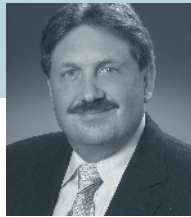
is vice president and chief information officer for **Delphi Corporation**, a leading global supplier of mobile electronics and transportation systems. Walker is responsible for strategic and operational information technology activities in support of Delphi's business globally and is a member of the Delphi Strategy Board, the company's top policy-making group. Before joining Delphi, Walker worked at AlliedSignal, Inc. where she served as the vice president of Information Technology Automotive and Aerospace divisions. She has been recognized by *Computerworld* as one of the Premiere 100 Information Technology leaders and by *Automotive News* as one of the 100 Leading Women in the North American Automotive Industry. Delphi's Information Technology organization has been the recipient of five consecutive CIO 100 designations.

“Successful business transformations must be underpinned by world class business software. However they have to be driven by strong executive leadership, a clear strategic vision and a well executed change management program.”



CLIVE WEIGHTMAN

is one of the world’s preeminent authorities regarding large scale transformation initiatives driven by SAP technology. In 2006 Clive retired as a senior partner and leader of the Global SAP Practice at **Deloitte Consulting**. Clive has spent the last 25 years involved in enterprise resource planning projects both within industry and then as a consultant to industry. Weightman’s thought leadership continues to be in high demand as a speaker at SAP international conferences, analyst forums and as a consultant on special projects. In 2006, SAP AG awarded Clive their Global Diamond Circle Award for his excellent services to SAP over the last 20 years. Weightman has co-authored Deloitte’s publication “The Extended Enterprise, building on the ERP base to address the Collaborative Commerce market”. He also wrote “The Ten Biggest Mistakes to avoid with your ERP Project”.



JERRY WOLFE

is CIO and VP Supply Chain for **McCormick & Company**, the world’s number one producer of spices. He leads all aspects of strategy, business alignment and service delivery for the global IT organization, as well as development and execution of global supply chain strategy initiatives. Jerry completed a five-year, \$200 million global business process transformation program, primarily enabled through SAP, that produced an IRR exceeding 25%. Other successful transformation initiatives included a large, rapidly-executed North America supply chain restructuring that generated an IRR in excess of 35% and the successful integration of the largest acquisition in the 120-year history of McCormick. Prior to McCormick, Jerry played consulting and management roles at Ernst & Young and Manugistics.

CELERA PARTNERS

Our sister firm, Celera Partners, is a premier retained executive search firm. Principal offices include Philadelphia, Boston, London, Buenos Aires, Pune, Singapore and Shanghai. The firm works on a global basis for industry leaders in IT (hardware/software), Telecom/Datacom, Communications/Media, Consumer Products & Goods, Financial Services, Industrials and Life Sciences. Celera's consultants have deep domain expertise advising and building senior-level general management and technical leadership teams across all functional areas.

As needed, Celera Partners is available to recruit candidates for client positions identified in the course of a TAS engagement.

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