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TIM DAVIS



Chief Information Officer

Georgia CIO of the Year (2008) • CIO 100 Award (2000)

Nationally known as IT innovator for restaurants, franchises, and small businesses

Deeply experienced in all aspects of B2B E-Commerce, M&A integration, and divestitures

IT Executive, Consultant, and Entrepreneur – unstoppable innovator with a “sixth sense” for the perfect alignment of latest technology and practical business needs. Typical projects include the relentless scaling up of IT infrastructure for Inovis – which nearly doubled in size over 8 years – and a rapid downsizing for AFCE, which was suddenly burdened with a bloated infrastructure that was crushing the company.

IT EXECUTIVE, CONSULTANT, AND ENTREPRENEUR

- **CIO of the Year:** Recognized for lifelong contribution to the IT industry in Georgia. Cited for innovative use of IT in restaurants: Devised and automated solution for AFCE’s franchisees.
- **Executive:** Able to drive growth in any business environment – US or internationally – from mom-and-pop restaurants to global corporations with thousands of employees.
- **Consultant:** Rigorously trained as a financial software consultant at MSA – first job after college – and acquired extensive knowledge of business analysis, project management, and resources.
- **Entrepreneur:** Created Zalex, a successful consulting firm, starting from scratch.
- **Trustworthy Partner:** Leads by example. Collegial style. Built a lifelong reputation for ethics, competence, continual innovation, and stability (only four job changes in 24 years).

AREAS OF EXPERTISE

- **M&A:** Drove 8 M&A integrations (Inovis) and 2 IT decouplings for divestiture (AFCE, Inovis)
- **E-Commerce:** Built, grew, and continually improved 8 online-transaction platforms (B2B, Inovis)
- **Global IT:** Assembled teams and established offices – starting from scratch – in DE & NL (Inovis)
- **Small-Medium Business:** National IT reputation for SMB sector, based on innovations at AFCE

IT CAREER SUMMARY (1989–PRESENT)

ZALEX INC <i>Principal Consultant</i>	2009–Present	Built and grew a consulting business with diverse, national clientele
AFC ENTERPRISES (AFCE) <i>CIO</i>	2004–2009	Turned around a chaotic, post-divestiture environment • Devised an IT solution that improved inventory, competitiveness, and customer experience for franchises
INOVIS / HARBINGER <i>Acting CIO</i>	1996–2004	Over 8 years, promoted from MIS Manager to Acting CIO of a \$250 million firm.
GEAC / D&B SOFTWARE <i>Global Network Manager</i>	1989–1996	Launched an IT and software career as consultant and trainer for financial software

PROFESSIONAL AFFILIATIONS

Technology Association of Georgia • Advisory Board of Georgia CIO Leadership Association
National Restaurant Association – IT Study Group • Advisory Board of Hospitality Technology Magazine

EDUCATION AND EXTRACURRICULAR

Bachelor of Business Administration, Major in MIS, University of Georgia, Athens, GA (1985–1989)
Licensed private pilot • Active in local church and Boy Scouts of America

ZALEX INC, Atlanta, GA**Aug 2009–Current***CIO advisor and Interim CIO • Implement and plan IT initiatives • Specialize in E-Commerce, CRM, and M&A***Principal Consultant and Owner**

Leveraged longstanding reputation in GA IT community – including CIO of the Year Award – and built a consulting business that attracted a national clientele of restaurant and franchise owners. Clients span the gamut from small restaurant owners to multinational corporations.

- **Clients:** AFC Enterprises (former employer), TSYS, AJC International, Teavana, Healthport, The Krystal Company, Premier Exhibitions (The Titanic and Bodies Exhibitions), The Stone Hill Group, and North Highland Worldwide.
- **Typical Project:** Orchestrated relocation of HQ office for Krystal Restaurants – 150 employees – from Chattanooga, TN to Atlanta, GA. Managed entire relocation including office interior, telecom, and IT. Key aspect was relocation of data from a “computer room” to a co-located data center.
 - ☑ **Actions:** Scrutinized Krystal’s relocation plan and quickly discovered an additional \$40K for “tenant improvements.” Audited performance of outsourced functions – accounting, payroll, and IT – and proposed improvements. Directed transition of company data to the new data center.
 - ☑ **Results:** Completed relocation within budget and on schedule (an ambitious 6-month deadline).
- **Outsourcing Solution:** Devised a comprehensive IT outsourcing solution for restaurants that generates recurring revenue for Zalex and provides one-stop-support for restaurants and small businesses. Developed a comprehensive solution for outsourcing of IT for restaurants.

AFC ENTERPRISES (NASDAQ: AFCE), Atlanta, GA**May 2005–Aug 2009***Franchisor of Popeyes Louisiana Kitchen – worldwide restaurant chain – 2,153 stores in 30 countries***Chief Information Officer**

Brought in as a consultant, quickly promoted to CIO, and began “moving a mountain”: took charge of cleanup, consolidation, and downsizing in the aftermath of three divestitures. Quickly cut overhead by downsizing service contracts to match the newly downsized company. Facilitated three company reorganizations and adapted to diverse management styles of 3 CEOs.

Transformation: Brought order out of chaos following the divestiture of 3 franchise chains (Church’s Chicken, Seattle’s Best, and Cinnabon): Massive restructuring required because the sale of 3 AFCE businesses created about 100% excess capacity for the remaining infrastructure.

- **Key Actions and Results:** Renegotiated a severely over-sized IBM outsourcing contract, threatened viability of AFCE. Cut IT overhead 60% and shortened contract from 7 to 3 years.
 - ☑ Acted as corporate representative to the Popeyes International Franchise Association (PIFA) on an Enterprise Point of Sale that unified data for labor, inventory, cash, and marketing management.
 - ☑ Ensured compliance with SOX, PCI, Business Continuity, and other governance requirements.
 - ☑ Saved 50% on payroll costs by streamlining the HR/Payroll application.
- **Major Innovation:** Devised an integrated, highly automated system – in collaboration with Hyperactive Software INC – that improved customer experience, food quality, and store inventory.
 - ☑ New system used cameras, sensors, and computers to track traffic in store and parking lot. Predictive software accurately estimated amount of chicken to cook (with minimal waste).
 - ☑ System generated great PR for Popeyes, which led to Georgia “CIO of the Year Award.”
- **ZALEX INC, CIO Consultant (2004–2005):** Advised key client – AFCE / Popeyes – on selection of enterprise Human Resource (HRIS) / Payroll system. Devised a comprehensive plan for divestitures.

GXS / INOVIS / HARBINGER, US and Europe**Nov 1996–Oct 2004**

GXS Trading Grid – the world’s largest integration cloud (drives the top 22 global supply chains) • Over 550,000 firms in 20 countries • Experts in e-commerce for B2B (online transactions between companies – orders, tracking, inventory status).

Promoted Senior Director of Global IT and Acting CIO for Inovis, Atlanta HQ (2002–2004)

Promoted to Senior Director of Supply Chain Services, Karlsruhe, DE (2000–2002)

Promoted to Director of IT for Europe, Amsterdam, NL (1999–2000)

Promoted to Director of IT Operations (1998–1999) | Manager of MIS (1996–1998)

Joined Harbinger as MIS Manager. Within 8 years, promoted to Acting CIO and Acting Chief Admin Officer for Inovis (successor to Harbinger). Facilitated 4 ownership changes and 3 reorgs.

SENIOR DIRECTOR of GLOBAL IT / ACTING CIO / ACTING ADMINISTRATIVE OFFICER

Took charge of the former CIO’s full portfolio in 2002. Reported to the INOVIS President, led a 65-person team, and managed \$24 million expense budget. Led all areas of internal IT and external tech support for customers running self-hosted supply-chain solutions from INOVIS. Managed numerous administrative functions including facilities, corporate travel, and T&E expenses.

- **M&A:** Kept pace with the firm’s explosive growth. Completed numerous post-acquisition integrations. Performed reverse role – complex IT decoupling – when Peregrine (a former owner) divested INOVIS.
- **Continual Improvement:** Cut telecom expenses by 35% within 12 months via consolidation and pricing renegotiation. Streamlined billing process for small customers, which increased cash flow and cut attrition. Redirected 75% of reported problems from CS Representatives to online resources.

ADDITIONAL ROLES IN ATLANTA HQ, AMSTERDAM, AND KARLSRUHE

- **Director of Supply Chain Services, Karlsruhe, DE (2000–2002):** Participated in negotiation of sales for most major customer accounts (over \$20K monthly). Turned around many hostile accounts and retained over 75%. Outsourced operations of 75 high-end production mainframes.
- **Director of IT for Europe, Amsterdam, NL (1999–2000):** Built an EMEA team with 6 direct reports across Europe – starting from scratch – and spearheaded acquisition strategy for European Theater. Within 4 months, created the corporate int’l network – Global AT&T, Euro WAN & Remote Access. Designed and launched global accounting, CRM, and timekeeping solution within 12 months.
- **Director of IT Operations | MIS Manager, Atlanta HQ (1996–1999):** Led 20-person team across 5 locations. Drove integration of 4 acquisitions. Helpdesk, network infrastructure & production apps.

GEAC-ERP / DUN & BRADSTREET SOFTWARE / MSA, Atlanta, GA**1989–1996**

MSA produced financial software (accounting & payroll) – one of the world’s first packaged-software companies • MSA was acquired by D&B Software in 1990 • Exited D&B following GEAC’s acquisition & reorganization in 1996.

Promoted to Senior IT Manager, D&B, North American Field & HQ (June 1995–Nov 1996)

Promoted to IT Manager, D&B, North American Field (Nov 1991–June 1995)

Staff Consultant, Global Consulting, MSA (May 1989–Nov 1991)

Launched a lifelong career in IT and software. Joined MSA a few months before graduation and excelled during a rigorous, one-year bootcamp that transformed recent grads into consultants.

- **Senior IT Manager, HQ & North America (Field):** Managed network and infrastructure for D&B SW’s Corporate HQ and North American field offices. Led 3 service groups (15 people): Network, Workstations, and Messaging. Achieved Machine to technician ratio of 107-to-1 achieved by standardizing all systems.
- **IT Manager, North America (Field):** Drove sales, training, and IS projects initiated by headquarters. Managed a nine-person team for Canada & US.
- **Staff Consultant / Global Consulting:** Passed MSA’s training program and became expert in system design and business process reengineering (BPR) for accounting, payroll, inventory, and Executive Information System (world’s first computer system that CFOs could access directly – pioneered touch-screen and bar code). Certified as MSA trainer, which led to consulting engagements.