Sally Smith

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Summary of Qualifications

Global Information Technology Executive with 20 years experience developing and executing IT strategies in alignment with corporate objectives. Successful in global manufacturing environments during all cycles of business, including high growth, downturns and acquisition integration. An established record as a leader & business partner who collaborates with other executives to use technology to transform and simplify business processes while delivering bottom line measurable benefit. An energetic leader with a passion for people development, a track record of recruiting and retaining top talent and a demonstrated ability to effectively lead and work in a highly matrixed, global environment.

Career History

The Corporation, City, State

Senior Vice President & Chief Information Officer	2006 – Present
Vice President & Chief Information Officer	2004-2006

Overall responsibility for the IT strategy and operations of $3B global supplier of measurement instruments, supporting 11,000 employees in 76 plants across 54 countries. The Corporation has tripled in size in 8 years, growing primarily through acquisition. This resulted in a highly complex operating environment and IT footprint   Delivered results in all areas, specifically:

- Defined strategy to streamline global operations, increase financial transparency & SOX compliance while improving IT infrastructure efficiencies, and consolidating 66+ ERP systems to an Oracle platform. Part of new leadership team seeking value and synergy from acquisitions, while driving organic growth. IT Simplification will deliver $35MM over three years. Four reported SOX material weaknesses in 2004 eliminated by 2006.
- Leveraged IT as a strategic investment to drive business value, in increased sales (cross selling, upselling, proposal management & configuration generation), improved cash flow (inventory control) and customer service (on time delivery, delivery accuracy). Implemented an IT governance process to ensure business leader alignment with priorities, resource allocation and spending.
- Significantly restructured and upgraded organization of 255 associates/150 consultants. Driving a shared service model to reduce ongoing operating costs, including rollout of global IT service desk. Created career paths, increased global expertise and more effectively leveraged outsourcing. Reinvigorated campus recruiting efforts.
- Recognized by A Magazine as a top CIO for these accomplishments.

The Company

Chief Information Officer, City, State	2000-2004

Global responsibility for the IT strategy and operations of a $2B division of The Company, including complex joint ventures headquartered in Asia and Europe. Redefined IT globally with the following results:

- Championed use of IT to drive and enable global business alignment and process simplification while maintaining obligations to JV partners. Global ERP implementation (SAP) enabled transformation of organization from 3 regional operations with redundant, independent business processes to a single entity organized by strategic business unit. Retired more than 70 legacy systems, eliminated or redeployed > 400 back office positions, and drove $700MM of orders on-line to corporate website. Achievements and business transformation recognized by *A Magazine.*
- Upgraded the IT organization and hired new regional leaders in the US, Europe & Asia. Developed global operating rhythm to define and sustain standards.
- Collaborated with P&L leaders to develop & institutionalize daily "Digital Cockpit" of key business metrics.
- Leveraged global development centers to create 24x7 operations team and outsourced non-core functions using fixed price service level agreements. Reduced operations budget $10MM annually.
- Drove measurements-based Six Sigma culture to improve infrastructure & application availability
- Successfully integrated global $450MM+ acquisition on aggressive 100 day plan.
- Supported the automation, staffing and IT needs of plant startups in Asia & Europe.

Manager, Global Human Resource Systems, City, State   1998-2000
Partnering with corporate HR leadership, defined IT strategy for Global Employee Services organization. Transformed use and storage of employee data at The Company by leading implementation of company-wide human resource system (Oracle).   Assumed role while project was in crisis, quickly assessed operating mechanisms and implemented significant changes in operating rhythm, personnel and consulting contract structure. Lead 140+ person team who successfully drove implementation of system for more than 200,000 employees from 12 divisions in 17 counties in 15 months, including employees governed by European data protection guidelines.

With employee data centralized, championed process changes to leverage the asset and drive change to enable benefits (< 18 month payback on Employee Database):
• Replaced paper laden annual employee, organization & staffing review ("Session C") process with automated on-line system and approval workflow.
• Created "top talent" profile system used by senior HR managers to identify and track key employees. Rolled out global compensation planning tool for salary, stock and bonus planning and analysis.
• Enabled the first ever "Global Employee ID", and linked employee on boarding, transfer, and exit processes to IT and physical security (plant) access.

IT Leader, Finance, Sourcing & Technology, City, State   1996-1998
Responsible for IT strategy & operations for 3 global functions ($8B)
• Finance: lead implementation of global general ledger (Oracle), including definition and implementation of common chart of accounts and global monthly closing process.
• Sourcing: partnered with functional leaders to develop strategy for global on-line purchasing catalog (Oracle) in order to aggregate global buy and eliminate "leakage" from corporate contracts, leading to savings of over $10MM annually.
• Technology: lead rollout out of global "Product Line Design System" (Optiva), enabling chemists in the Netherlands, US and Singapore to collaborate on new product design and introduction, reducing development cycle time by 35%.

IT Leader, US Payroll, City, State   1995-1996
Ran the US Payroll system, paying over 100,000 employees and implementing changes to incorporate newly created standard pay practices. Managed vendor relationships with externally provided IT support, including systems monitoring, change control, tax submittal, and check printing & delivery.   Implemented employee self service tools for deduction changes, time & attendance reporting and payroll lookups.

Program Manager, Next Generation Payroll, City, State   1994-1995
Lead cross-division team from Finance, HR & IT to select a replacement system for US Payroll. Concluded that existing non-standard pay practices across divisions would hinder a new system implementation. Recommended that project be delayed & efforts first focused on standardization before systems replacement.

Project Leader, Engineering Systems, City, State   1991-1994
Lead development of rules based requisition engineering system..

ABC Consulting Services
Systems Analyst, City, State   1990-1991

A Corporation
Senior Systems Analyst, City, State   1989-1990
Systems Analyst, City, State   1987-1989

Education

M.S. Industrial Engineering/Mgmt Systems	An Institute, City, State	1992
B.S. Computer Science	An Institute, City, State	1987
Global Business Management Course	Corporation, City, State	2000
Executive Information Management Program	Corporation, City, State	1999
Management Development Course	Corporation, City, State	1998

Other

University of North America,	
IT Advisory Council, MIS MBA	2004-Present
Community Volunteer Organization	1990-2004
Anywhere, USA Chapter Officer	2002-2004
Women's Network	1998-2004
Co-Lead, USA Chapter	2001-2004
Women's Basketball Alumnae Board	1987-2004
Co-Chairwoman, Athletic Fundraising project	2006-Present