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## Chief Information Officer

### Chief Digital Officer / Chief Operations Officer

*20+ years of successfully connecting clients and companies through innovative technology.*

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Transformational executive with experience in the development and delivery of enterprise strategy with P&L responsibilities. Leadership experience in Public, Private, and Private Equity ownership models in global, large, medium and small entrepreneurial organizations. Management experience across multiple business units including IT, Digital Marketing, Social Selling, Retail, Wholesale, Manufacturing, Supply Chain, Distribution and Business Lending/Leasing. Deep executive level experience in strategic roadmaps, leadership development, digital transformation, turnaround, divestitures, mergers and operational excellence. Innovative management of enterprise strategy with B2B, B2C and B2B2C experience.

#### Highlights of Expertise

- Technology Leadership
- IT Infrastructure & System Development
- Strategic Planning
- P&L Responsibilities
- Team Development & Communication
- New Technology Integration
- Innovation Management
- Big Data Analytics
- E-commerce Strategy
- Customer Relationship Management

## Career Experience

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Arbonne International, Irvine, CA

*Report directly to the CEO, managing IT, Digital Marketing and Operations Staffs at leading global direct sales skin care, cosmetics and nutrition company including the support of hundreds of thousands of independent distributors in US, Canada, Asia-Pacific and Europe. Arbonne was private equity owned by EOS and GE Capital and sold in 2018 to Groupe Rocher, a privately held ~\$3B company headquartered in France. Management of over 400 personnel across all teams with a combined budget of over \$300M..*

#### **CHIEF INFORMATION OFFICER (2013 to 2018)**

Established and developed highly effective global teams across the following departments and responsibilities: IT turnaround and transformation into high performing team leading organizational growth including software engineering, BA, QA, project management; Global IT Operations managing service desk, monitoring, NOC, and DevOps and Cyber Security ensuring PCI and GDPR compliance. Key player in business relationship management and international expansion. Global responsibilities included North America, Asia, Europe, Australia/New Zealand. Implemented or established the following programs to improve, streamline, and effectively manage processes: Salesforce CRM, Communities, Knowledgebase and Einstein Data Discovery; Oracle E-Business Suite, Oracle Agile, QCS warehouse management and Logility planning; Hadoop, Tableau, Business Objects for data analytics; Oracle Service Cloud multi-channel contact center; data center strategy in a hybrid co-location and AWS cloud infrastructure. Utilized monitoring tools including Cisco's AppDynamics, IBM's Tealeaf and Google Analytics.

- Directly responsible for an increase in revenue of 40% in 4 years through the implementation of new technologies, processes and business rules.
- Developed and managed an independent distributor portal supporting 100% of revenue and 250,000 distributors.
- Drove mobile growth including mobile commerce supporting 10% of revenue and a mobile distributor management application.
- Innovative programs including: "Join anywhere, buy anywhere" using Shopify, "virtual mirror" allowing customers to "try" a product on their face via mobile camera and augmented reality, augmented reality triggered by physical products, Amazon Alexa skills for distributor personal metrics and Facebook Chatbot.

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**CHIEF DIGITAL OFFICER (2015 to 2018)**

Improved Facebook video views from lowest among benchmark companies to higher than all benchmarks combined by creating a universal strategy aligning social media messaging to product launch and marketing campaigns. Introduced success story messaging using before/after images to show product benefits.

**CHIEF OPERATIONS OFFICER (2017 to 2018)**

Managed Internal Manufacturing, Global Third Party Manufacturing, Global Distribution, Global Supply Chain, Global Customer Service and Contact Centers, including manufacturing, lease and vendor management. Improved productivity by adjusting manufacturing capacity to align with current business demands. Streamlined centralized organizational contract management and purchasing by creating a Vendor Management Office. Implemented Raw Materials Governance Committee and processes.

- Developed and implemented global call center optimization strategy reducing Operations costs by >10%.
- Lowered costs for multiple Groupe Rocher brands by developing inventive North American multi-brand distribution strategy.
- Lowered manufacturing costs by 20% through process improvements and automation.
- P&L responsibility for Wholesale and Private Label manufacturing.

Bally Total Fitness, Chicago, IL

*Direct report to the CEO and then Board of Directors, at an industry leader in the club-based fitness market, with \$1B in annual revenue and over 400 locations in US and Canada. Bally was a public company, taken private by Blackstone and JPMorgan Chase. P&L responsibility of >\$100M in fitness operations and management of over 5000 personnel.*

**CHIEF INFORMATION OFFICER (2005 to 2013)**

Developed and mentored a top performing IT team, leading to growth and increased efficiency across departments and disciplines, including engineering, cyber security, software development, service desk operations, monitoring, and quality assurance. Drove improved business processes by utilizing a combination of innovative and tried technology to create efficient management, top performance, and customer satisfaction. Implemented in club and e-commerce systems, Oracle E-Business Suite, and multi-channel call center systems.

- Reduced IT operating expenses by 50% while increasing capability through a combination of restructuring, outsourcing, and implementing new programs.
- Implemented e-commerce platform generating 10% of revenue.
- Introduced and oversaw innovative programs such as an Interactive system utilizing Microsoft Kinect allowing customers to visualize their bodies as they lost weight and workout videos, tracking client usage patterns via Wi-Fi triangulation, and iPad based membership sales.

**CHIEF DIGITAL OFFICER (2008 to 2013)**

Managed marketing content on website, email, and mail campaigns, including the marketing messaging, design, distribution and coordination with business activities.

- Increased leads by 30% by increasing focus on social media, SEO, key word purchases, and paid ads.
- Generated 1M leads per month using direct mail marketing, print marketing and broadcast marketing.

**CHIEF OPERATING OFFICER (2010 to 2013)**

Supervised club operations including sales, personal trainers, group exercise, retail, member services and facilities for over 100 locations. Directed the call center operations with 200 member service agents.

**Vice President of Information Technology (2003 to 2005)****ADDITIONAL EXPERIENCE**

**Technology Consultant** (2000 to 2003) ■ Empowered Software Solutions, Woodridge, IL

Clients included Sears, Culigan Water, Jay's Potato Chips

**Vice President of IT** (1998 to 2000) ■ Linc Capital, Inc, Chicago, IL – Business Lending/Leasing

**Vice President of IT** (1987 to 1998) ■ Chernin's Shoes, Chicago, IL – Specialty Retail

**Director of IT** (1981 to 1987) ■ Utopia Instrument Company, Joliet, IL – Oil and Gas laboratory equipment

**Education**

**EXECUTIVE MBA**, Kellogg School of Management at Northwestern University (2012 to 2014), Evanston, IL

**BACHELOR OF ARTS IN COMPUTER SCIENCE** (1980 to 1983), Lewis University, Romeoville, IL