**Sample Name**

***Senior IT Executive/CTO/CIO***

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| **Executive Profile**  Global Information Technology executive with over 20+ years of experience in working with top leadership teams to transform IT operations to act as a business partner to all stakeholders. Expert in managing diverse international operations spanning the Americas, Europe and Asia Pacific. Skilled at transforming underperforming IT departments into high-performing IT organizations for Global Fortune 100 companies. Collaborative leader who creates engaged communications with all levels of the organization including executives, management, staff, vendors and customers. Known for motivating and leading global IT direct and indirect reports to meet rapidly changing business demands from both internal and external customers.  **Leadership Insight**  Practical and proven IT executive leader who believes that creating a strategic partnership with the business must:   * Align the IT functions by understanding the strategic goals, purpose and outcomes of the business * Provide a balance of people and process to ensure transparency, results, and organizational effectiveness * Lead realistic change initiatives that benefit the business overall, rather than creating change without purpose   **Expertise and Knowledge**   |  |  |  | | --- | --- | --- | | * Global IT Leadership * IT Transformation/Alignment * Technology Governance * IT Policy Development * Global IT Execution * Global IT Utilization | * Global IT Strategies * Technology Deployment * Enterprise Architecture * Service Development * Process Improvement * Platform Optimization | * IT Operations & Deployment * Vendor Sourcing & Utilization * IT Leadership Development * Global Talent Acquisition * Talent Development & Retention * High-Performance Operations |   **Global Information Technology Leadership**   * Architected a global IT portfolio approach for projects totaling $140M to better align IT initiatives designed to support business strategies and achieve improved overall IT results while creating greater transparence and value. * Created a high-performance IT operation to address struggling critical infrastructure projects for a major bank consolidation. Completed 25 critical projects including 100 key deliverables and 147 systems within 6-month timeframe. * Developed a proof of concept for a global employee portal serving 75,000 employees, using IBM WebSphere in shared hosted environment with a forecasted annual operating cost savings of $22M. * Led a major IT organization transformation program to align IT operations to business goals. Introduced a communication program to promote greater understanding of change that stabilizing staff turnover from 26% to 13% annually. * Directed the migration of the global wide area network across 29 target countries with a total estimated cost of €44 million with an estimated savings of €15 million through a rigorous RFP process. * Led outsourcing efforts of global infrastructure services under the first European ‘third generation’ outsourcing deal of workplace services under a contract value of € 750 million and expected to generate annual cost savings of €460 million * Led the development of an award winning federated identity management solution to enable global communication, collaboration and interoperability, which was a winner of the "Most Innovative Product or Service in Identity Management”. * Created an innovative global partner program focused on creating higher value relationship with key partners including, Microsoft, HP, IBM, Sun, Avaya and Cisco for technology acceleration and reuse through joint investment s of € 5 million. * Steered IT transformation thorough strong governance and execution with business governance model that aligned IT investments to company’s business strategies, while saving $2.5M through consolidation of services and suppliers. * Positioned company for growth by expanding website infrastructure to meet high-volume traffic generating $4M in daily sales, 18M hits per day and 10,000 concurrent users.   **Global Information Technology Strategies**   * Established worldwide technology standards by chairing the global technology committee, mandated by the executive board. Created global standards for IT architecture, infrastructure and shared services across the 39 countries. * Forged regional governance structure designed to facilitate long-term goal of reducing client server support costs by $50M over 5 years. * Piloted $180M of IT strategic investments to secure company’s future competitiveness designed to overhaul and modernize aging business legacy systems that had become inflexible and costly for the business to maintain. * Guided the development of an award winning e-commerce platform , that generated $5B in annual sales, and was recognized by Cisco, Computer Associates, Fujitsi, Kodak, IBM, Novell, Fortune, InformationWeek and Business Week . * Developed the first commercial expert system for a start-up firm designed to automate the computer consulting process for small and medium businesses. Achieved $1M in start-up funds through an R&D Limited Partnership. * Pioneered the first company-wide shared web hosting service to consolidate over 320 websites, with a forecasted operating costs reduction of 35% for an estimated annual operating savings of € 6 million. * Developed and implemented global “center of excellence” strategy to capture and share common best practices for global services; including a “cook book” to develop and capture regional and local best practices to stimulate global reuse and knowledge transfer.   **Information Technology Operations & Deployment**   * Ignited 40% business growth by introducing e-commerce initiatives through rapid deployments to accommodated line of new business that grew from $80M to $200M in 90 days. * Oversaw global IT support for the global infrastructure using a central management group, global service providers and regional IT service providers consisting of 39 indirect reports and a central budget of $6 million. * Directed due diligence for the discovery phase of a distributed IT system totaling $1B in IT outsourcing contracts over 10 years to plan, document and transition the operations and engineering functions. * Realigned the organization staff of 50 direct/indirect reports from 80% consulting and 20% staff to a 90% staff and 10% consulting mix. * Led engineering operations in the merger of the client server infrastructures as a result of a $1B acquisition between two major insurance companies. * Led the development and rapid deployment of the first client/server infrastructure solution supporting 6,000 users. Resulted in grow of 20,000 workstations, 9,000 laptops, and 1,100 servers across 200 office locations. * Developed a “proof-of-concept” process for an intranet branding strategy to meet critical success factors to deploy a common operating platform and guideline, with projected savings in operating cost of $22 million annually. * Implemented a “factory” approach for critical program delivery, which improved delivery time by 30% and save $1.2M with the first 6-months, through practical governance and reasonable controls that worked in parallel with the line organization. * Developed a product life-cycle planning approach to improve IT asset management that provided predictive planning IT of investments in to improve service levels and reduce overall operating costs by 35% annually. | | |
| **Career Highlights** | | **Qhuba, B.V,**  Utrecht, Netherlands 2010 - Present  **Partner**  Qhuba, B.V. ([www.qhuba.com](http://www.qhuba.com)) provides interim management, program management, portfolio management, executive search, sourcing strategies, Lean Six Sigma, and diversification into new business lines and services.  Responsible for Financial Services Consultant (IT strategy, sourcing strategy, architecture vision, governance, controls); Interim Manager (ICT, business development, operations); Project / Program Manager (innovation, transformation, outsourcing).  **ING Groep, N.V.,** Amsterdam, Netherlands *2003 – 2009*  **Head Common Infrastructure, Retail Banking Netherlands**, *2008 – 2009*  **Chief Technology Officer – ING Group** *2003 – 2008*  ING Group ([www.ing.com](https://d.docs.live.net/835307af8d14f7b5/Work-Cert/Resumes/Local%20Settings/Temporary%20Internet%20Files/Content.IE5/Karen/Documents/Clients/Current%20Clients/Randy%20Knutson/www.ing.com)) is a global financial services company offering banking, investments, life insurance and retirement services to over 85 million private, corporate and institutional clients in more than 40 countries. ING is based in Amsterdam, Netherlands with over $1.86 trillion in assets and over 110,000 employees worldwide.  Responsible for all global technology standards for architecture and global infrastructure services for all major business lines worldwide, including global WAN, email, corporate directory services and global web hosting. Reported to the Global CIO. Managed 3 direct/25 indirect reports and $7M operating budget.  **Reptron Electronics,** Tampa, FL USA, 2002 - 2003  **Chief Information Officer**, *2002 - 2003*  Reptron Electronics was a former electronics manufacturing services company that provided engineering services, electronics manufacturing services and display integration services with over 3,000 employees serving 7,000 customers worldwide and annual sales of $300 million.  Lead the transformation of the IT organization through the development of a technical strategy, architecture, and initiatives to align with manufacturing, sales, and distribution arms of the business. Reported to the CFO. Managed 4 direct reports and 42 indirect reports with $11 million budget.  **Tech Data Corporation,** Tampa, FL USA 1999 - 2002  **Chief Information Officer of the Americas-Senior Vice President**, *2000 - 2002*  **Vice President Application Development**, *1999 - 2000*  Tech Data ([www.techdata.com](http://www.techdata.com)) is a global distributor of information technology products, logistics management and other value-added services worldwide with more than 100,000 resellers worldwide and $20 billion in annual sales  Led the IT function and transformation of a multi-year $180 million strategic business investment project to restructure application architecture and infrastructure to migrate core business and corporate systems to address the business demand for long-term growth. Responsible for the IT strategy and operations of the Americas (North American, Latin American, and Caribbean) business that generated over $9 billion in annual revenue. Reported to the Global CIO. Managed 13 direct reports and 370 indirect reports with $140 million budget.  ***Previous Experience:***   * **ABN AMRO Banking,** Chicago, Illinois * **CNA Insurance,** Chicago, Illinois * **DynaQuest**, Oak Brook, Illinois |
| **Education** | | **Bachelors of Science**, Major – Environmental Studies, Utah State University, Logan, Utah |