

ROBIN ANDREWS, CPA, CM&AI, CHIEF FINANCIAL OFFICER

I secure millions in revenue and increase organizational effectiveness by developing key financial solutions.

📞 951.284.5404 ✉ robin@careertuners.com 📍 Corona, CA 🔗 [linked.com/in/robin](https://www.linkedin.com/in/robin) 🌐 Open to Relocation

- ♦ *Strategic Development & Deployment:* Bridged a gap of \$145M and improved capacity planning by implementing a standardized, phased planning process, fast-tracking project costs, and promptly determining key results.
- ♦ *Solution Development:* Secured \$45M and avoided \$6M in cost by restructuring management layers. Developed, pitched, and won approval for an internal solution to eliminate need for outsourcing.
- ♦ *Relationship Building:* Led initiative to create Office of Innovation, an employee-sourced idea-generation platform, which generated \$2M in savings. Selected solutions and oversaw implementation with department heads.

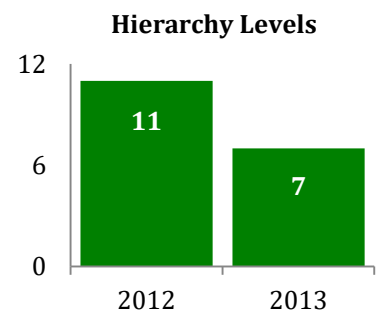
PROFESSIONAL EXPERIENCE

VP, Organizational Development, Red Blood Super Saver (\$10 Billion/Year Global Consulting Firm) 2012 - Present

Led a team of 30 professionals for internal consulting. Developed effective administrative solutions and implemented prompt cost-saving initiatives.

Strategic Development & Deployment

- ♦ Saved \$145M by executing standardized planning processes for flexible decision-making, introducing phased capacity planning, and fast-tracking initial project costs.
- ♦ Reduced expenses by \$6M by creating a predictive model for workforce planning, reducing seasonal hiring challenges, and improving employee training.
- ♦ Secured \$19M by establishing a Change Management Program, eliminating redundant positions, and creating lucrative packages to retain top talent.



Solution Development

- ♦ Saved \$45M by streamlining company hierarchy and creating points of contacts to improve client communication. Pitched proposal to Board of Directors, clarified roles at each level, and reduced management layers from 11 to 7.
- ♦ Saved \$5M by leading a 6-member team through the implementation of Oracle Financials, proposing creation of a single CFO position for all departments, and consolidating tax and financial operations.
- ♦ Generated \$2M in savings by creating an Office of Innovation, proposing and implementing a crowd-sourced idea-generation platform, and short-listing solutions in collaboration with top management.

Relationship Building

- ♦ Streamlined vendor relationships by conducting an EQ training model for C-suite executives, pinpointing weaknesses to top vendor, and developing internal training solutions for third-party utilization.
- ♦ Boosted sales target by 10% by aligning sales and operational plans and by developing personalized client strategies.

Business Head - PMO, Noturale, Inc. (\$60 Billion/Year Pakistani Telecommunications Company) 2004 - 2012

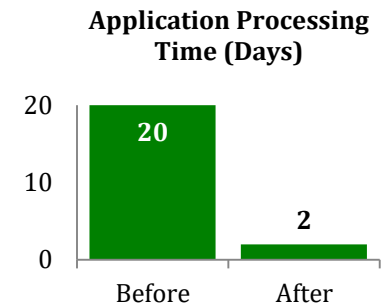
Spearheaded a \$28M project to create alignment between call center, relationship manager, and client administrator. Improved client communication by revamping a faulty follow-up process, pinpointing organizational inefficiencies, and collaborating with senior management to develop and implement cost-saving solutions.

Strategic Development & Deployment

- ◆ Saved \$15M in expenses and reduced vendor selection time by 15% by reengineering and removing bottlenecks in supply chain processes.
- ◆ Saved \$250K in overhead and eliminated inaccuracies by revamping reporting process and utilizing Lean principles to create an asset valuation process.

Solution Development

- ◆ Streamlined headcount by 10% and generated \$3M in revenue by creating a staffing model based on client complexity and profitability, analyzing customer base, and creating unique strategies for each client group and profit levels.
- ◆ Saved \$300M and shortened loan application process by upgrading manual system to a digital in-house solution.



Relationship Building

- ◆ Increased annual sales by 18% by refocusing on a new growth segment. Worked with sales and finance teams to align sales and operational processes while streamlining client communications; awarded CEO's Excellence Award.
- ◆ Directed a companywide initiative to incorporate Sarbanes Oxley Principles into all aspects of the business. Improved standing with stakeholders by demonstrating commitment towards transparent business practices.

Previously held positions: Department Head – Small Market (2009 – 2011), Head of Process Excellence & Quality (2006 – 2009), Department Head – Core Market (2005 – 2006), Department Head – Integration Management Group & Chief of Staff to Sr. Principal – Retail Operations (2004 – 2005)

Senior Director, Aladdin Corporation, (\$20 Billion/Year Pakistani Telecommunications Company) 1997 - 2004

- ◆ Completed 5 major telecom acquisitions by analyzing financials and by providing valuation of assets for access lines under \$200M in order to determine acquisition candidacy.
- ◆ Presented and received approval from CEO/CFO on a \$2.2B finance process reengineering project by developing a unique business case and implementation plan for IT team and network engineers.

Previously held positions: Sr. Director–Finance Process Reengineering (2001 – 2003) | Director Strategic Cost Management (2000 – 2001) | Sr. Finance Manager (1999 -2000) | Sr. Audit Manager & Head of International Audit (1997 – 1999)

Earlier Experience: Sr. Manager Finance (CFO), *Plushotdax* | Sr. Manager & Head, *Dongin and Co.* | Project Director, *Zumace* | Assistant Plan Controller, *Trysin* | Senior Auditor, *U-Cane*

EDUCATION

Chicago University: *Master of Finance*

Los Angeles Management Institute: *Post MBA*

San Francisco University: *Master of Accountancy*

EXECUTIVE COURSES & PROFESSIONAL CERTIFICATIONS

The Survivors School – Leading Change & Organizational Renewal | Systems Dynamics

Golden Globe – Operations/Systems Development Strategy & Execution

Insomnia Business School – Creating & Executing Breakthrough Strategy

Certified Public Accountant (CPA)

Advanced Lean Master Black Belt

Black Belt Six Sigma

Certified Merger & Acquisition Integration Specialist (CM&AI)

RATIONALE

Challenge: An expert at transforming and optimizing businesses, Robin was moving across the country to be with his family. He wanted to secure a strategic organizational development job in a Fortune 500 company before he made the move. His previous resume, however, was not getting him any calls back, despite his proactive networking.

After speaking with Robin and looking over his resume, I realized that while his previous resume had plenty of numbers, because of the lack of context in his bullets, his accomplishments seemed less significant than they were.

Action: When putting his resume together, I focused his accomplishments on the growth he'd generated internally and the savings he achieved. To further emphasize this, I included two graphs and put his professional experience bullets under his three main strengths.

Result: After Robin started sending his new resume out, his interviews increased. By the time he made the move, Robin was discussing his joining date with a well-known technology company on the West Coast.

Robin Williams

This is the draft Robin was previously using to apply for jobs.

Corona, CA

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Phone: 951.284.5404

EXECUTIVE PROFILE

Executive level business and operational leader who creates value by producing fiscally and operationally sound organizations and establishing internal efficiencies for notable names across industry lines, including Dead Poets Society, Awakenings, Inc., Aladdin Corporation, The Fisher King, Happy Feet and The Birdcage, domestically and globally. Partners with company leadership to formulate and implement business strategies, processes and controls that drive and support organizational growth and profitability. Skilled at cultivating focused cross-functional teams, implementing rapid transitions, identifying and rectifying critical issues decisively and improving the bottom line. Interfaces comfortably with all layers of internal and external stakeholders to foster organizational alignment and best practices throughout the organization. Demonstrated success in...

Business Transformation & Turnaround ♦ Systems Strategy and Implementation ♦ Strategic & System Planning ♦ Risk Management ♦ Budgeting/Financial Planning and Analysis ♦ Training/Mentoring/Team building ♦ Operations and Cost Management ♦ M&A Valuation & Business Integration

DEAD POETS SOCIETY 02/12

Present Vice President – Enterprise Continuous Improvement (CI)

Transformed a tactical level CI group from a workshop orientation to a strategic internal consulting group. Lead a team of 30 professionals in offering effective thought leadership to executive team, internal consulting, developing and implementing cutting edge initiatives, driving mindset change and interventions to meet strategic goals and business results

Key accomplishments:

Business Transformation – Companywide

- Reporting directly to the CEO, de-layered the organization from 11 to 7 layers and increased average span of control from 3 to 6 layers. Saved \$45M (\$15M higher than the target). Achieved results flawlessly in 4 months with results shared at the Q3, 2012 Investor's call
- Led the development of career framework and competency model

Business Model Optimization – Group Protection

- Redesigned the operating models to achieve target returns, capacity, service, loss ratios and sales goals. Implemented and executed upon a transformation methodology that brings together people, processes and technology to support the organization's \$125M investments
- Created a division wide work force predictive models reducing head count costs by 2.5% (\$6M)

Business Integration – Retail and Distribution business

- Reporting directly to the EVP and President; led a cross functional team to design the new organization and effectively identified and implemented solutions on cost savings of \$19M

Finance Reorganization

- Reporting directly to the CFO of DPS; consolidated the various Financial Analysis and Tax functions eliminating 30 jobs (12%) saving ~\$5M.

Strategy Development and Deployment – Retirement Planning

- Developed and created operation plans for Small Market Sales for Retirement Plan Services (RPS) – increasing the 2013 sales plan by 10%
- Reevaluated the profitability model by creating an activity based costing model which resulted in 2% increase in revenues and providing better inside to segments level profitability and RFP process

IT Planning and LFG Overall Financial Planning Process

- Standardizing the planning process across DPS to create IT capacity and realization of IT investment benefits (to bridge a gap of \$145M in lost implementation benefits)
- Developed and implemented an intervention strategy to streamline vendor relationships with DST

AWAKENINGS INC. 05/04 – 02/12

Business Head – Transformation, Institutional Retirement Record Keeping Services 07/11 – 02/12

Led a two-year, \$28M project transforming (Agile) the work management system and desktop for Client Administration. Directed the change management effort of 300-person organization, as well as project deliverables

Dept. Head – Small Market, Institutional Retirement Services – Record Keeping Services 08/09 – 07/11

Business unit for clients holding \$5 million to \$100 million in retirement assets. Responsible for profitability and client relationships. Managed 64 to 90 people, \$30 billion in assets and about 1200 clients.

Key accomplishments:

Client Relationship Management

- Developed a client engagement approach which contributed to winning the Record Keeping Boston Research Group (BRG) survey in 2010 and maintaining the Net Promoter Score (NPS) of 71

Restructuring/Turnaround

- Created a service model which facilitated the transition of less profitable clients to a lower cost model achieving 5% (\$4.2 million) gain in overall profitability of the clients

Cost Reduction and Operational Improvement

- Utilized lean principles to reduce the monetary adjustments of the monthly client 401K contributions to zero, resulting in savings of about 1.5% (\$250K) in overhead cost
- Reduced head count by 10% (\$1.5 million) year over year by creating a staffing model based upon client complexity and profitability

Business Growth Strategy

- Led a team from Sales and Finance to create a competitive strategy around the largest client growth segment (asset size \$10 million to \$25 million), which helped in increasing the annual sales growth of this sector by 18% (20 additional clients)

Head of Process Excellence & Quality for Institutional, Finance and International Business Divisions 10/06 – 08/09

Reporting to three Managing Directors and acting as a business consultant/advisor for a division managing \$640 billion in client assets and 2,800 clients. Managed Six Sigma, Lean and Process Excellence deployment with a team of 16

Business Process Reengineering

- Managed two \$75M (2years, Agile) transformational projects to redesign the process for 401K side of business. The projects had an estimated cost savings of \$30 million over 3 years and won the 2008 CEO Excellence award.

Operational Excellence

- Led the creation of Fund Financial Process model identifying key bottle necks and process improvement opportunities.
- Re-engineered the Supply Chain process for Procurement, reducing cycle time by 15% and producing a savings of \$15million out of a budget of \$450 million.

Risk & Compliance

- Directed a companywide initiative to integrate Risk and Controls into Process Excellence work that incorporated Sarbanes Oxley principals

Department Head – Core Market (up to @25 Million in assets), Institutional Retirement Services 06/05 – 10/06

Led a group of 110 people responsible for a profit center with retirement plans for 1,100 clients with assets of \$22 billion.

Business Restructuring

- Led a Business Strategy Project combining two market segments, which generated savings of 10% (\$1.3 million) of head count and increased revenues by 15% (\$3 million).

Department Head, Integration Management Group & Chief to Sr. Principal – Retail Operations 05/04 – 06/05

ALADDIN CORPORATION 03/97 – 05/04

Senior Director – Financial Planning, Budgeting and Analysis (wire line & wireless) 03/03 – 05/04

Deliver project financial evaluation, access cost saving & merger/acquisition recommendations (team of 34)

Capital Budgeting & Acquisitions

- Presented/received CEO/CFO approval on a \$2.2 billion, 3 year Big Project saving \$200 million in access cost.
- Analyzed and provided valuation of assets for access lines under \$200 million. Completed 5 major acquisitions

Senior Director – Finance Process Re-engineering (team of 62) 11/01 - 03/03

Director – Strategic Cost Mgmt. & Financial Reporting Systems/ Long Distance Division (team of 28) 02/00 - 11/01

Senior Finance Manager – Next Generation Network Decision Support (DSL) (team of 8) 06/99 - 02/00

Senior Audit Manager – Internal Audit, Corporate Audit Service (team of 15) 03/97 - 06/99

THE FISHER KING – Sr. Manager Finance (CFO) 07/95 – 03/97

GOOD WILL HUNTING - Senior Manager & Head – Re-engineering Group 07/94 – 06/95

JUMANJI - Controller & Management Info. System Project Director 06/93 – 07/94

HAPPY FEET - Assistant Plant Controller 07/90 – 06/93

THE BIRDCAGE - Senior Auditor 01/88 – 07/90

EDUCATION

Master of Finance, Emory University May 2009

Post MBA, Golden Globe Management Institute September 2001 – May 2002

Master of Accountancy, Grammy University December 1987

PROFESSIONAL CERTIFICATIONS

Certified Public Accountant (CPA)

Advanced Lean Master Black Belt

Black Belt Six Sigma

Certified Merger & Acquisition Integration Specialist (CM&AI)

EXECUTIVE COURSES

The Survivors School - (5 days): Leading Change & Organizational Renewal – (5 days): Systems Dynamics

Golden Globe – (5 days): Operations/ Systems Deployment Strategy and Execution

Insomnia Business School – (5 days): Creating & Executing Breakthrough Strategy