JOHN M LUTZ

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EDUCATION

1984 A.B., HARVARD COLLEGE   Cambridge, Massachusetts

Linguistics and Computer Science, *magna cum laude.*   Honors thesis on computational dialectology

Multiple IBM executive and outside education experiences, including several weeks at Harvard Business School, including "Finance for Senior Executives."

1980   ST. JOSEPH CENTRAL CATHOLIC HIGH SCHOOL   Ironton, Ohio

EXPERIENCE

2013 to Present   Vanderbilt University

Current   Vice Chancellor for Information Technology, Vanderbilt University   Nashville, Tennessee
            Executive Consultant, IT, Vanderbilt University Medical Center

- Member of Senior Management Committee and General Officer of Vanderbilt;
    o collaborates with the chancellor, provost, Board of Trust members, and
        academic and administrative leaders and officers to assure joint decision-making and planning
    o drives most effective use of available resources; drives balance between common and unique capabilities
- Responsible for the IT Infrastructure across the Vanderbilt campus, including data centers and networking
- Executes on a customer-oriented delivery model for technology services across the institution;
    o assures students, faculty, and staff have the desired reliability and flexibility in technology tools
    o performs a key partnership role with IT leadership in healthcare services
- Partners with institutional leaders to develop and operate on an IT governance structure;
    o identify and evaluate new technological developments and gauge appropriateness for the institution
    o assure technology initiatives are prioritized in line with the university's plans and goals
- Defines criteria for measuring and assessing the performance of the IT organization;
    o monitors and reports results
    o determines corrective action when necessary

1984-2013   CEO, IBM Canada   Toronto, Ontario

-     Responsible for IBM's overall operations in Canada

    -    About $5B Revenue
    -    About 20000 employees
    -    Major offices in Toronto, Montreal, Ottawa, Calgary, and Vancouver
    -    Significant client sets in Financial Services, Government, Telco, and Retail
    -    Multiple software and research labs and semiconductor manufacturing facility
    -    Frequent press exposure and public speaking opportunities
    -    Frequent interactions across Canadian CEO community
    -    Board of Directors, Conference Board of Canada
    -    Member, Council of Canadian Chief Executives

2008-2011 General Manager, Global Process Services   Somers, New York

- Reported to Senior Vice President and Group Executive, IBM Global Services (Mike Daniels). Nearly daily interactions with most senior IBM management, including group and division executives, CFO, controller, and other senior finance executives, SrVP for Human Resources, and CEO.

  - Delivered full P&L for a significant division of IBM's services business; current top-line of over $2.5B and steadily growing profitability.
  - Led team of over 3000 market-facing professionals and over 70,000 delivery professionals in dozens of sales offices and delivery centers around the world.
  - Led team responsible for development and evolution of offerings in process areas of human resources outsourcing, finance and accounting, procurement and supply chain management, customer relationship management, customer care, technical support, plus industry vertical areas.
  - Led very significant cost-cutting and transformation program with delivery network, yielding more the 20 points improvement to the margin profile in a very significant services line.
  - Selected and oversaw development of new vertical, geographic, and functional markets. Set strategy for expansion and extension of global delivery network; developed strategy for acquisitions.
  - Provided significant process service capability internally to IBM, including call centers, end-to-end services, and finance and accounting support.
  - Met frequently with senior industry technology and business execs, including CEOs, CFOs, CIOs, and line-of-business GMs in a wide variety of industries and geographies.
  - Represented IBM with the press on matters of overall strategy as well as capabilities and directions specific to the process services market.
  - Frequently addressed industry and user conferences related to outsourcing and related services.
  - Comprised part of IBM's Performance Team (about 50 most-senior IBM functional leaders), and Senior Leadership Team (about 290 cross-firm change agents chosen by IBM chairman).
  - Led IBM's Global Sales Profession, with strategic responsibility for training and development for IBM's sales professionals worldwide.

2005 – 2007 General Manager, Global Financial Services Sector, IBM Global Sales & Distribution   Armonk, New York

- Reported to Senior Vice President and Group Executive, Sales & Distribution, Doug Elix. Frequent interactions with most senior IBM management, including group heads, CFO, and CEO.

  - Responsible for IBM's overall business relationship with IBM's top clients around the world in the Banking, Financial Markets, Insurance, and related Industries; responsible for annual revenue objective of over $20B and significant share of IBM's profit.
  - Led team of about 2000 professionals who in turn managed and engaged another 20000 sales and delivery specialists from across IBM's many product and services lines.
  - Met frequently with senior industry technology and business executives, including CIOs and CEOs.
  - Frequent press representative for IBM regarding industry-specific capabilities and directions.
  - Member of IBM's Performance Team (about 50 most-senior IBM functional leaders), Senior Leadership Team (about 290 cross-firm change agents chosen by IBM chairman), and Global Sales Leadership Team (about 20 members drawn from senior client relationship leaders).

2003 – 2004   Vice President, Sales, On Demand Business,IBM Global Sales and Distribution   Armonk, New York

- Reported to Senior Vice President and Group Executive, Sales & Distribution, (Doug Elix, Mike Lawrie)

  - Frequent interactions with entire IBM senior management team.
  - Member of IBM's Strategy Team, a group of about 15 members, including CEO, charged with evaluating and selecting IBM's long-range business portfolio options.
  - Responsible for representing IBM's on demand business message globally to the press, investors, IBM's relationship teams, and clients.   Led a CEO initiative around IBM strategy at top 450 global clients.
  - Frequent presenter to individual clients and CIO groups (eg The Research Board) globally. Have met with senior management at about 100 Fortune 500 firms; frequent press representative for IBM on matters of strategy and integration of IT and business process agendas.
  - Member of IBM Senior Leadership Team (about 290 cross-firm senior leaders), and Global Sales Leadership Team (about 20 members drawn from senior client relationship leaders).

2001 – 2003   IBM Managing Director for JPMorganChase, IBM Global Financial Services Sector   New York, New York

- Reported to General Manager, Global Financial Services Sector (Jerry Cole). Member of IBM's Financial Services Global Leadership team. Very frequent interaction with most senior IBM management, including Chairman, CEO, and CFO.

- Responsible for full relationship between IBM and JPMorganChase.   Daily interaction with senior executives from JPMC, both IT and LOB, including CEO, CFO, and Vice Chairmen, such as Tom Ketchum, David Coulter, Don Layton. Enjoyed well-established consultative relationship with several members of JPMC Executive Committee.

- Assignment beginning in 2001 was to help build new key-account (top 35 globally) coverage model for IBM by example, working with one of IBM's largest clients. Responsibility for over $300M annually of profitable revenue, with major representation from all key lines of IBM business. Ongoing discourse with JPMC bankers who call on IBM.

- Results for 2001 included over $375M in revenue, including both significant expansion of hardware and software programs and over 25 new services contracts spanning from LOB management consulting thru systems integration to web hosting and managed operations.

- Results for 2002 included substantial period revenue, with significant share gains against competitors in all key areas and culminating in selection to handle full-scope outsourcing of IT infrastructure across JPMC firm, with estimated contract value of over $5.5B.   This arrangement was largest ever of its kind in the financial services industry. Key competition for this deal came from CSC, Accenture, and EDS.

- Exemplary quantitative business record for 2001 and 2002 established while serving as role model for implementation of Managing Director program. Presented first-ever MD business plan to IBM Worldwide Management Council in January 2002.

2000 - 2001   Vice President, Net Generation Industries, IBM Europe, Middle East, Africa   London, England

- Reported to General Manager, IBM EMEA (Mike Lawrie). Member of EMEA Senior Leadership Team. Frequent interactions with most senior IBM management, up to and including the CFO and CEO.

- Responsible for full relationship between IBM and NetGeneration firms throughout EMEA. These companies include startups, ISPs, ASPs, other internet-based service providers, web integrators, venture capitalists, and other relevant members of the new economy ecosystem.

- Built and deployed an internal "startup" organization within IBM. Considerable latitude in terms of team's independence from the traditional IBM business units. Far exceeded all objectives for year 2000, with over $650M in
  total revenue and over 300 significant new IBM customers.

- Daily activities in business development, marketing, and sales. Frequent speaker and presenter at industry conferences eg Gartner Itxpo, Aspen Institute, various CEO meetings. Significant exposure in press and broadcast media, including CNN and dailies around Europe.

1999-2000   Vice President, Insurance Sector, IBM EMEA   London, England

- Co-reported to General Manager, IBM EMEA (Mike Lawrie), and General Manager, Global Insurance Sector (Ginni Rometty).

- Responsible for overall IBM relationship with top 1000 insurers in EMEA, with key focus on Zurich, Allianz, Axa, CGNU and other largest firms. Led team of 225 sales, IT architects, and solutions salespeople.   Responsible for delivery of industry-specific consulting and services.

- Delivered Annual revenue objective of over $2B revenue while managing integration of this business unit into Financial Services Sector with IBM EMEA.

1997 - 1999 Vice President, Sales & Marketing, US, Banking, Finance & Securities Industries   Atlanta, Georgia

- Reported to General Manager, North America BF&S Industries (Wirt Cook / Bob Howe).

- Managed overall IBM relationship with top 300 financial services firms in the US; led team of over 200 client executives and reps driving over $4B in sales across IBM's hardware, software, and services lines.

- Significantly exceeded revenue, profit and product volume targets in all years.

1996 - 1997 Executive Assistant to Chairman & CEO, IBM Corporate Headquarters   Armonk, New York

- Reported directly to IBM Chairman & Chief Executive Officer (Lou Gerstner).

- Assisted the chairman with his frequent interaction with customers; played integral role in other daily activities in Chairman's office during a crucial phase in IBM's business recover and transformation.

1992 - 1996   Various Sales Headquarters Assignments, IBM US Offices   eg White Plains, NY; Dallas, Texas

- Developed a variety of initiatives for both fulfillment and value-add channel partners; led the team responsible for the rollout of IBM's recruitment, education, and marketing and technical support offerings for 4000 software remarketers.
- Developed launch strategy in US of IBM's first integrated software group; organized customer CEO and CIO events; coordinated field sales initiatives across US sales regions; developed support programs for IBM's top 100 US
 accounts; developed Harvard-based training curricula for key US client executives.

1984 - 1991   Various Field Sales Assignments   Columbus, Ohio

- Progressed through a variety of sales assignments ranging from small territory salesman to unit manager with responsibility for 10 major accounts with total purchases of $50M; exceeded sales objectives seven consecutive years; managed diverse group of sales, technical, and services professionals.

1983   Research Assistant, T. J. Watson Research Center   Yorktown Heights, New York

- Reported to IBM fellow; developed algorithms in support of natural language translation projects.
- Involved in early research work which led to a series of innovations such as IBM's Watson system

1976 – 1983   Wide Variety of Student Jobs

- Computer Programmer, Research Assistant, Genealogist, Toll Collector, Steelworker, Cemetery Maintenance

Additional Background on Skills and Experience

Cost-cutting and Transformation

John has considerable experience in cost-cutting businesses, both within IBM and through projects he has worked on with clients. Inside IBM, he has been in executive positions since near the beginning of the Lou Gerstner era at IBM in which balancing top line growth with an aggressive capacity for productivity improvement and cost containment and reduction has become an integral and daily aspect of the steady improvement in results which IBM has posted over the last fifteen years. It is fair to say that the continual attention to costs has become as instinctively important as the need to focus on revenues in most businesses. John has run multiple staff reduction programs, offshoring exercises, business restructurings, and divestments.

A recent and particularly high-impact example of this would be a program John led his team through to improve the efficiency of the IBM unit responsible for delivering a variety of back-office finance and accounting functions to both clients and internal operations. The team drove out nearly twenty points of cost margins across a group of around 10000 professionals by using a combination of sophisticated analysis (mostly driven by lean sigma methodologies) and brute force (aggressive weekly project cadence, stern cuts to both budgets and staff levels). This particular program, which was fully implemented over a one-year period, moved the unit from mid-pack in terms of competitiveness with its peers to world-class.

As for work with clients, John has deep experience in structuring and implementing adoption of shared-services, outsourcing, and offshoring models to drive efficiency and effectiveness. In particular, he experienced at driving standardization and consolidation or processes and how to overcome organizational resistance to this kind of change. This experience is in both IT and in business process domains

Financial Management

John has spent the past decade in three different General Management jobs in IBM. Each of these roles involved leading several thousands (in one case tens of thousands) of employees in business segments driving many billions of dollars. All of these roles have come with significant financial management responsibility and the need to comply with both a very rigorous internal audit regime and the requirements of Sarbanes-Oxley and similar regulatory and compliance systems. And because one was a global client set, one a major services division, and one a significant country operation, each has come with its own particular configuration in terms of financial statements. All three roles feature a significant I&E mechanics and the need to fit expense structures to revenues. Adding to this, the job in Global Process Services exposed John a wide range of additional issues, with particular focus balance sheet treatment for complex project work (around deferred costs and revenues, asset impairment, and the like). Similarly, the Canada GM role has added exposure

To further bolster his facility in financial management, John in 2007 attended a program at Harvard Business School focused on CFO issues for general managers.

He also has multiple client project experiences which are germane to some of the specific financial management requirements with financial services firms. An salient example here would be the development of a multi-hundred-million dollar contract with a firm which holds millions of mortgages and mortgage-backed securities in its investment portfolio but is unable to service them directly and is thus exposed both to the implications of change in the mortgage and housing markets and to the performance and approach of their servicers. In this particular case, the team developed an analytics-based approach to determining next best actions for each mortgage. The unit formed to deliver this capability has grown in less than three years from a standing start to multiple thousands of employees delivering uniquely effective mortgage servicing capability. To build this business, John needed to develop a firm understanding of the layers of accounting which are specific to mortgages, including the workings of servicing and securitization, function and treatment of advances and mortgage servicing rights, and the interplay between repayment and foreclosure rates, government mortgage relief programs, and mortgage portfolio valuations. While John is no expert on the intricacies here, he developed sufficient facility in these areas to personally champion the business case for a significant acquisition in this space through a series of inspections by IBM's finance team and personal interactions with IBM's CFO and CEO.

Public Communication

John is an strong and well-experienced public speaker. He has delivered panel and keynote talks for investor meetings, industry conferences in financial services, and for outsourcing and IT industry meetings, all across North American, Europe, and Asia. He done lots of press work and is comfortable with all print, web, and other media formats.

On the inside, John is a compelling and inspiring motivator and team builder who can rally the troops both to drive top line performance and to do the tough work of restructuring and cutting to drive bottom-line performance. The last fifteen years at IBM have afforded many chances to work on both of these dimensions.

Financial Services

John's first important client almost 30 years ago was a Midwestern bank. While his experience over the years has been diverse, he has returned again and again to clients in the banking, insurance, and financial markets industries and has developed a thorough understanding of the key issues facing these firms. As a baseline, John has a solid understanding of key issues related to balancing product capabilities with client relationship management, dealing with channel contention and adoption of web channel technologies, managing mergers and acquisitions, and building capability in emerging markets.

The assignment supporting JPMorganChase in the early 2000s added a very substantial set of exposures to both the specifics of managing a complex merger and the concomitant need for aggressive cost-cutting. In the Global FSS Sector role, John spent time with senior executives at firms all over the world and gained specific experience with and understanding of the challenges of geographic expansion and growth markets.