

# Thomas Emmons

CHIEF INFORMATION OFFICER

## CAREER SUMMARY

Transformational CIO successful at establishing the vision and strategies necessary to grow highly efficient, effective, and responsive IT teams supporting and furthering the alignment of business objectives and goals through technology. Expert at managing highly complex teams operating within large organizations, under strict budgets and timeline constraints. An experienced team builder with a proven track record of leading organizations through times of large change, process creation and development, complex vendor negotiations and all other technology related needs.

## EXPERTISE AND SKILLS

Strategic Planning - Cost Analysis and Reduction – Transformation – Transparency

Global Process Alignment - Mergers, Acquisitions, and Divestitures - Business Aligned Technology

Bankruptcy Emergence - Cyber Security – Vendor Management

## MOST PROUD OF

- **Creating \$100 million in firm valuation** increases through the transformation of Corporate IT in under 12 months.
- Decreasing IT **cost to revenue ratio from 4.3% to under 2%** in 24 months and beating industry benchmarks by more than 35%.
- Developing and implementing a **data and cloud strategy to become entirely cloud based** in under 3 years.
- Standing up an internal security team that allowed us to **achieve SOC 2 and ISO 27001 certifications** while defending against emerging threats.
- **Leading the technology divestiture of \$2.5 billion in assets** while supporting and mentoring the standup of same assets for purchaser.

## EXPERIENCE

### CHIEF INFORMATION OFFICER, SR MANAGING DIRECTOR

2020 - Present | Ankura Consulting | Orlando, FL

Became CIO of disjointed Corporate IT organization at the start of COVID-19 outbreak and charged with transforming an organization, creating global connectivity, increasing maturity, decreasing cost, establishing remote work capabilities, preparing for first major equity transaction, and increasing internal customer satisfaction.

- Managed annual budget of \$50 - \$60mm; \$27mm in operating expenses and ~\$30mm in capital projects and purchases
- Achieved an operating savings of 18% in first 12 months; driving IT cost against expected revenue to under 2% - beating industry benchmarks by more than 35%
- Responsible for architecture, technology application development, security, infrastructure management, and IT operations
- Cultivated a service-orientation culture of 24/7 operations, including establishing the Global Network Operations Center (GNOC) and Global Security Operations Center



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## EXPERIENCE (continued)

### CHIEF INFORMATION OFFICER, SR MANAGING DIRECTOR

2020 - Present | Ankura Consulting | Orlando, FL

(role continued from first page)

- Established and led team responsible for establishing product and tools platform consolidation strategy, Infrastructure, and data security
- Drove M&A technology strategy and oversaw integration efforts to ensure successful acquisitions across North America, EMEA, and APAC
- Led development of the company's talent management and best practices products that account for \$700M in annual revenue with technology teams across the globe
- Led a global infrastructure, operations, and enterprise systems organization responsible for data and voice network, supporting 35+ global offices, 3 global data centers spread across different continents and Azure/AWS
- Coordinated to ensure information security compliance by establishing activities with internal staff and external advisory services on various standards and regulations: SOC2, ISO 27001, third-party security assessments, and other standards as appropriate
- Drove multiple cost reduction efforts, pursuing many strategies, including infrastructure optimization and Cloud migration, consolidating vendor spending, large software supplier negotiation (e.g. Microsoft, Oracle, SAS), software license clean-up, and organization optimization
- Led implementation of Workday HCM and Workday Financials (including the Professional Services Automation module and a timesheet integration with Intapp), set up post-production support processes. governance and vendors

### TECHNOLOGY ADVISOR TO BOARD OF DIRECTORS

2019 - 2020 | Payless Shoe Store (w / Ankura Consulting) | Topeka, KS

Joined the Payless team shortly after their Chapter 11 filing with the station of reporting directly to Board of Directors. Acted as the Strategic Mentor to the Chief Information Officer while developing IT plan for bankruptcy emergence which included vendor and prepetition negotiations. Developed an IT strategy which allowed Payless to emerge from bankruptcy, save millions in prepetition filings, and rebuild for future growth. Led transition of role, in conjunction with CIO, to new executive leadership post emergence.

- Managed vendor negotiations for prepetition claims in excess of \$13mm
- Achieved an ~80% reduction in vendor claims due to negotiation strategy implemented within first 30 days
- Established trust between Payless Shoe Store Board of Directors and acting CIO which allowed each side to work more effectively for the betterment of the organization.
- Responsible for developing, supporting, and mentoring the implementation of a cloud-based SaaS ecosystem that allows for heightened business flexibility and substantially reduced operating costs
- Responsible for the direction of a new ERP that would allow the organization to shed its reliance to outdated, on prem hardware and software
- Reduced operational spending from an estimated \$27M annually to just over \$9M annually

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## EXPERIENCE (continued)

### CHIEF INFORMATION OFFICER

2018 - 2019 | VVC, Virence Health, Athena Health (w / Ankura Consulting) | Boston, MA

Initially engaged by Private Equity to lead buyer side negotiations and Transitional Service Agreements (TSAs) for IT, Engineering, and Technology components of \$1B+ acquisition of GE Digital Healthcare platforms and division. Responsible for Day 1 planning and new entity technology setup; named as CIO of Virence Health to build strategic direction of newly formed organization. Led seller side integration efforts with Athena Health and oversaw the closure of Virence Health.

- Led IT acquisition activities of GE's Value Based Digital Healthcare business for Private Equity buyer
- Established the IT vision for purchased company white partnering with Engineering and Cloud Operations to align to a post GE environment
- Responsible for overseeing the TSA exit across IT, Engineering, Cloud Operations, Real Estate, and Facilities
- Oversaw the business / IT alignment, vendor acquisition, and system implementation of all IT related systems used
- Developed SaaS and Cloud based application architecture to reduce cost and increase ease of future integrations and scale
- Defined, developed, and led the seller side integration efforts between Virence Health and Athena Health
- Achieved a \$15mm reduction in cost annually due to identified and executed synergies between both organizations
- Reported directly to CEO and Board of Directors of Athena Health during transition activities

### CHIEF INFORMATION OFFICER

2016 - 2018 | SunEdison, Inc | St. Louis, MO

Led SunEdison IT and Technology through bankruptcy emergence while completing the consolidation of software and services from previous acquisitions which led to cutting operating costs by tens of millions annually. Established go forward IT organization to support NewCo while being largely acknowledged as the reason for saving hundreds of millions worth of shareholder value during divestiture of critical assets.

- Responsible for the development and execution of 18-month plan to cut cost, consolidate applications and services, divest \$2.7 billion worth of assets, and restructure company for emergence from bankruptcy
- Successfully oversaw the consolidation of 9 ERPs into new SaaS solution
- Completed consolidation of multiple past acquisitions that had not been appropriated merged into current IT architecture
- Supported and mentored the development of IT plans and organizational setup for divested entities
- Responsible for alignment to DOJ and SEC requests for data governance and archival within cost cutting and restructuring priorities
- Reorganized an IT team of more than 150 employees into a team that could support a newly emerged entity

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## EXPERIENCE (continued)

### SENIOR PRINCIPAL

2009 - 2016 | Daugherty Business Solutions | St. Louis, MO

Held the responsibility to grow Daugherty operations across multiple clients throughout St. Louis and beyond. Sales growth was coupled with direct responsibility for delivery of employees at client sites. Required to partner with client executives, develop understanding of their business strategies, and bring forward technology solutions to meet their goals and needs.

- Partnered with CIOs and their direct reports to incorporate industry leading practices with innovative techniques and capabilities to drive enhanced business value
- Drove technology partnership between IT and business organizations
- Provided guidance and operational leadership during multiple mergers and acquisitions at the IT level
- Responsible for more than \$60mm in annual revenue generation and \$250mm in annual client delivery
- Responsible for the career development and growth of more than 200 employees across multiple clients



## EDUCATION

### BERRY COLLEGE - BS

2000 - 2004 | Computer Science – Mathematics Focus | Rome, GA

### BOARD OF EDUCATION – ELECTED MEMBER

2019 - 2022 | Fort Zumwalt School District - Public | St. Charles County, MO