

PERRY F. ROTELLA

New York, NY | +1-917-359-2827 | perryrotella.com | [linkedin.com/in/perryrotella](https://www.linkedin.com/in/perryrotella) | perry.rotella@gmail.com

TRANSFORMATIONAL LEADER

Strategic Thinker Delivering Results in the Digital Age

Accomplished leader whose greatest strength lies in the ability to think like a strategist but drive execution like an operations manager. Extensive experience in creating vision, developing strategic plans, gaining buy-in & delivering results founded in transformational change. A seasoned executive who creates high-performing organizations.

Executive Leadership | General Management | CIO/CTO | COO

Data Analytics | Digital Business | P&L | Strategic Planning | Supply Chain Risk | Technology Innovation

PROFESSIONAL EXPERIENCE

PFR Group, LLC, New York, NY

2016 – Present

PRESIDENT AND PRINCIPAL CONSULTANT (2016/Present)

Sole proprietor responsible for all aspects of business helping clients achieve high performing organizations.

- Developed business plan for a leading Supply Chain software company identifying value proposition, customer segments, key partners, revenue model, cost structure, addressable market & go-to-market plan.
- Advising CIO of a privately held healthcare company on strategy & organizational structure in order to rationalize a distributed, global technology team that resulted from a number of acquisitions.

Verisk Analytics, Jersey City, NJ

2009 – 2016

Global data analytics firm with 2015 revenue of \$2.1B helping clients make informed decisions about managing their assets.

GROUP EXECUTIVE & GENERAL MANAGER, SUPPLY CHAIN ANALYTICS BUSINESS UNIT (2013/16)

Responsible for growing supply chain risk analytics business. Accountable for overall business performance, strategic planning, P&L, product innovation, marketing approach, & acquisition strategy.

- Developed business strategy & go-to-market plan for nascent supply chain risk analytics business. Created “risk-adjusted supply chain optimization” vision. **Secured paying development partners** to create minimal viable product. Leveraged Business Model Canvas to track value proposition, M&A opportunities & partnerships.
- Turned around EH&S business by replacing executive leadership & reorganizing sales force to improve large account performance. **Grew revenue 9.2%** to \$65.3M in 2015 (versus 2.2% in 2013) while increasing **EBITDA margins to 33%** from 24.7% in 2013. Introduced supply chain subscription product to enable clients to track regulatory compliance of suppliers world-wide.
- **Led acquisition of UK-based Maplecroft, Limited**, to realize missing geo-political & terrorism risk capabilities of supply chain strategy. **Exceeded EBITDA & margin targets** in first quarter of 2015 achieving greater than 20% margins for a business that had no profit in 2014.
- Named 2015 “**Supply Chain Pros to Know**” honoree by Supply & Demand Chain Executive magazine for contribution to supply chain risk management thought leadership.

SENIOR VICE PRESIDENT AND CIO (2009/15)

Responsible for technology strategy & operations across the enterprise. Led digital strategy, product development, technology operations, & delivery of analytic insights to Verisk customers.

- **Achieved comprehensive revamp** of disparate technology organizations consisting of more than 1,200 employees. Established federated model of IT governance for enterprise-wide decision-making. Created centralized managed service to leverage synergies. Distributed more than 200 developers into operating units to streamline customer facing technology support.
- Consolidated data centers **achieving \$5M in annual savings to date**. On track to realize target of \$15M in annual savings while reducing overall enterprise risk.

- **Realized broad cultural change** by transforming technology organization into one that runs **IT as a business**, providing options to business leaders with **transparency** of cost, value, & quality of service.
- Conceived of **career path framework** that has become corporate standard. Transformed product delivery through enterprise adoption of **Agile methodology** in partnership with business unit leadership.
- Implemented analytic sandbox to enable data scientists to correlate data across business units.
- Held **expense growth to 2.7% CAGR** over five-year period while supporting 60% more revenue. Rolled out process enabling enterprise-wide prioritization of \$150M capital budget.
- Granted funding for & oversaw execution of internal venture initiatives as member of five-person **executive Venture Capitalist committee** chaired by CEO. Delivered new inventions related to aerial imagery, vehicle telematics, supply chain compliance, insurance predictive analytics. & healthcare fraud detection.

Moody's Corporation, New York, NY

2006 – 2009

Leading provider of credit ratings, research & analysis covering debt instruments & securities in the global capital markets.

SENIOR VICE PRESIDENT AND CIO (2006/09)

Lead IT transformation reporting to CEO. Oversaw all aspects of information technology for the corporation.

- Secured **Board of Directors approval** of strategy founded on simplification with supporting programs to stabilize platforms, better align technology to business strategies, & establish IT governance processes.
- Initiated staged simplification program to replace core rating systems & more than 400 production databases over five-year period. Implemented pilot system on schedule.
- Implemented outsourcing deal over 9 months consolidating 9 US data centers. **Projected \$17.5M savings over six-year contract** on \$110M of annual infrastructure spending while improving service levels.
- Transitioned systems support offshore **resulting in \$9M annual savings**.
- Implemented PeopleSoft financial system in US, Europe & Asia on schedule & under budget. Consolidated financial reporting & enabled faster positing of financial results.
- Developed departmental **balanced scorecard** summarizing financial performance, project performance, operational performance & talent management for **Board of Directors**. Improved all metrics in 2008 & 2009.

AIG, New York, NY & Jersey City, NJ

1999 – 2006

\$108B global provider of property & casualty insurance, life insurance, financial services & retirement services operations.

OPERATIONS AND SYSTEMS EXECUTIVE (2006)

Responsible for global leadership in remediation of operational control deficiencies. Provided oversight of divisional plans to correct deficiencies & demonstrate how acceptable levels of compliance will be achieved & maintained.

CIO, AIG DOMESTIC BROKERAGE GROUP (2003/06)

Directed 800-member organization with \$300M budget responsible for application support & development.

- Deployed award-winning program enabling expansion of traditional low-volume, high-complexity business into the high-volume small business segment. Enabled **90% revenue growth (\$333M to \$630M) between 2003 & 2005** while reducing cost per transaction 15% in 2004 & 25% more in 2005. New workflow system reduced submission turnaround time from 24+ hours to less than 2 hours.
- Developed governance framework to prioritize IT initiatives. Turned around 10 run-away projects by engaging project teams & business sponsors to realistically assess project structure, deliverables, scope, technologies, staffing & risks. Implemented balanced scorecard to report status to executive management.
- Realized greater than 99.9% availability by deploying stability initiatives. Implemented monitoring framework to manage availability & response time for all major underwriting applications.
- **Saved \$7M per year** by restructuring technology organization, eliminating unnecessary management positions, converting 125 consultants to employee positions, & increasing use of offshore resources.

- Turned around environment of distrust, instilled management discipline & raised quality of project management by creating system to track & report project metrics.

Named CIO 100 Honoree by CIO magazine by creating business value through effective/innovative use of IT.

Received award from *Information Week* given to nation's Top 500 most innovative users of technology.

GLOBAL CTO (2000/03)

Challenged to create business strategy to ensure AIG's long-term growth. Responsible for global technology direction & alignment of advanced technology initiatives to business plans. Managed technology risk across corporation.

- **Generated \$1B+ in revenue in 2005** by creating new business model leveraging AIG's massive customer base as a corporate asset, which led to the formation of the Office of the Customer. Developed cross-sell & target marketing programs, retention strategies, & new customer-based product development.
- **Saved \$42.1M in 2001 & \$27M in net annual savings** by developing planning framework to assess synergies across 3 lines of business/corporate functions & launching IT integration plan for \$28B acquisition of American General. Identified opportunities to reduce telecom pricing, combine software contracts, merge corporate technology support, eliminate redundant headcount & consolidate systems.
- **Saved \$4.8M** per year by renegotiating Dell & Oracle enterprise contracts. Created vendor management framework to centrally manage AIG's most strategic technology partners.
- Implemented federated model to manage advanced technology creating solid-line matrix reporting for divisional CTOs to global CTO. Enabled divisions to evaluate new technologies with corporate coordination & increased collaboration among top technologists.
- Extended corporate technology organization into all business divisions to leverage experiences globally. Developed program to leverage lessons learned of 6000+ IT staff worldwide.
- Researched/selected standard technologies across all areas, including virtual servers, messaging, data center monitoring, CRM, application development, workflow, document management & network monitoring.

VICE PRESIDENT, EMERGING TECHNOLOGIES (1999/00)

Developed architectural framework for AIG to identify, evaluate, pilot & select new technologies relevant to AIG business units worldwide & to communicate standards across the corporation.

American Management Systems, Roseland, NJ & Fairfax, VA

1985 – 1999

\$1.24B international consulting firm for the government, financial services, healthcare & communications industries.

SENIOR PRINCIPAL AND CTO, INSURANCE PRACTICE (1995/99)

Charged with growing insurance Internet business. Responsible for delivery of successful & profitable client engagements. Thought leader for systems architecture, development methodology & object technology.

- Set corporate infrastructure guidelines, monitored technology trends & recommended usage of emerging technologies to business units as member of corporate CTO council.
- Developed concept/prototype for the Insurance Company of Tomorrow organization, establishing AMS's vision for insurance in the electronic commerce era.
- Engineered architecture for AXAonline, enabling customers to access life/annuity accounts on the Internet.
- Advised CIO of Travelers Life & Annuity on IT project management, technology architecture & IT staffing decisions. Assessed integration of CyberLife into the Traveler's infrastructure.
- Developed business model integrating credit life insurance into Bank of Montreal's banking operation. Collaborated with senior management to formulate organizational strategy & process reengineering plan.
- Established objectives & designed annual plan for System Development & IT Management Knowledge Center for 100+ associates in virtual work environment. Coordinated annual Associates Conference.

- Led architecture initiative for new Medicare website, designing an Internet application to provide scalability to support 30M+ plan participants.
- Increased revenue with healthcare client from initial \$250,000 engagement into \$17M+ in business engagements, increased profitability to four times salary expense & turned around unprofitable fixed price program by establishing boundaries around fixed price engagements & recasting engagements around strategic initiatives at the corporate level rather than single, divisional level.

PRINCIPAL, FAIRFAX, VA (1990/95)

CONSULTANT, FAIRFAX, VA (1985/90)

EDUCATION

University of Pennsylvania, Bachelor of Arts, Mathematics & Economics

Thunderbird School of Global Management, Executive Certificate in Global Marketing, 2012

University of Virginia, Data Sciences Institute, School of Continuing & Professional Studies, Data Analytics Boot camp, 2014

MIT Sloan School of Management, Executive Certificate in Management & Leadership, June 2015
Completed coursework includes: Supply Chain Strategy & Management, Creating High Velocity Organizations, Revitalizing Your Digital Business Model, Entrepreneurship Development Program

COURSERA CERTIFICATIONS

Data Analysis by Johns Hopkins University. Certificate with Distinction, March 2013

Better Leader, Richer Life by The Wharton School of Business. Verified Certificates License 9UPUNT6E2T, with Distinction, 2014

Learning How to Learn: Powerful Mental Tools to Help You Master Tough Subjects by University of California, San Diego, Verified Certificates License 8RN9DWLREQ with Distinction, 2015

Managing the Company of the Future by University of London, Verified Certificates License FBUGGHS7D2 with Distinction, 2015

Executive Data Science Specialization (in progress)

A Crash Course in Data Science by Johns Hopkins University. Certificate earned on February 6, 2016

Building a Data Science Team by Johns Hopkins University. Certificate earned on February 10, 2016

Managing Data Analysis by Johns Hopkins University. Certificate earned on February 18, 2016

Data Science in Real Life by Johns Hopkins University. Certificates earned on February 25, 2016

BOARD POSITIONS

MapleCroft.net Limited, Bath, England **2014 – 2015**
Provider of global risk analytics, situational data feeds & alerts, world-leading country risk reports & interactive risk calculators that empower clients to make risk-adjusted decisions driving strategic advantage.

Center for Family Support, New York, NY **2007 – 2012**
Provider of individualized support services & programs for individuals living with developmental & related disabilities.

Moody's Foundation, New York, NY **2008 – 2009**
Organization whose mission is to contribute to the people in the communities in which Moody's does business.

Society for Information Management, President NY Metro Chapter, New York, NY 2009 – 2011
The international meeting place for IT executives around the world.

AIG Systems Solutions, Pvt. Ltd, New York, NY 2003 – 2006
Captive offshore organization providing technology & operations resources

PUBLICATIONS / PRESENTATIONS / INTERVIEWS / BLOGS

Weinzimer, Phil (2015). *The Strategic CIO: Changing the Dynamics of the Business Enterprise*.
Boca Raton, FL: Taylor & Francis Group, LLC
Chapter 18 – How Five CIOs From Different Industries Leverage Technology Strategically To Innovate Value
Featured on pages 414 – 421

Rotella, Perry (2012 – 2013). **Forbes – IT Transforming Business**.
Contributed blog on role of technology in modern business
<http://www.forbes.com/sites/perryrotella>

Rotella, Perry (2011). *Inside the Minds: Technology Leadership Series*.
A Team Approach to Innovation, Technology and Success, pages 17-24
New York, NY: Thompson Reuters/Aspatore

MIS Quarterly Executive
APC Forum: Agility Transformation at Verisk Analytics (pages 175-176)
By Madeline Weiss & Heather Smith / September 2014
<http://misqe.org/ojs2/index.php/misqe/article/viewFile/583/377>

CIO Insight
What a Difference Agile Development Makes
By Madeline Weiss / June 16, 2014
<http://www.cioinsight.com/case-studies/what-a-difference-agile-development-makes.html>

Supply and Demand Chain Executive
Through the Supply Chain Efficiency Looking Glass
By Perry Rotella / May 2014
<http://www.sdexec.com/article/11430819/increased-risk-exposure-requires-a-holistic-risk-management-program-that-focuses-on-an-organizations-assets-network>

Risk and Insurance
Bringing it Home: Bringing factories back to the U.S. doesn't necessarily reduce supply chain risks.
By Anne Freedman / April 7, 2014
<http://www.riskandinsurance.com/bringing-home/>

Supply Chain Brain
Using Data to Mitigate Risk and Build Supply Chain Resiliency,
By SupplyChainBrain / January 24, 2014
<http://www.supplychainbrain.com/content/general-scm/sc-security-risk-mgmt/single-article-page/article/using-data-to-mitigate-risk-and-build-supply-chain-resiliency-1/>

Inbound Logistics
Risk Mitigation: Supply Chain Safety Net
By Joseph O'Reilly / January 14, 2014
<http://www.inboundlogistics.com/cms/article/risk-mitigation-supply-chain-safety-net/>

Supply Chain Brain

Using Data to Mitigate Risk and Build Supply Chain Resiliency

Video interview with Perry Rotella / December 30, 2013

[http://www.supplychainbrain.com/content/index.php?id=5032&cHash=081010&tx_ttnews\[tt_news\]=25376](http://www.supplychainbrain.com/content/index.php?id=5032&cHash=081010&tx_ttnews[tt_news]=25376)

Supply Chain Risk Insights

High-Tech Centers Excel. Are your suppliers spreading your risks or concentrating them? How do you know?

By Catherine Bolgar / November 4, 2013

<http://www.supplychainriskinsights.com/archive/scri-hitech>

Database Trends and Applications

Leveraging Big Data for Predictive Analytics

By Perry Rotella and Nigel DeFreitas / Oct 16, 2012

<http://www.dbta.com/Editorial/Trends-and-Applications/Leveraging-Big-Data-for-Predictive-Analytics-85424.aspx>

Feature Article, *Baseline 500: A Matter of Survival at Moody's*, Baseline Magazine, 2008

Interviewee, *Bringing Decentralized IT Together at AIG*, www.ciupdate.com, 2003

Interviewee, *World Vision: Implementing IT in Emerging Markets*, *Resource Magazine*, 2002

Presenter, CIO Forum Financial Services, *The Next Evolution of Web Services*, Annual Conference, 2002

Presenter, AMS Knowledge Centers, *Production-Aware Systems Design*, Annual Associates Conference, 1998

Presenter, Object World, *Managing for Success*, Object World East, 1997

Presenter, National Center for Database Marketing, *Retooling Legacy Systems for DB Marketing*, NCDM Conference, 1997

Presenter, Association for Computing Machinery, *an Industrial Strength System Developed using Objects*, OOPSLA, 1995

Presenter, *Managing an Object-Oriented Project using an Iterative Approach*, OOPSLA, 1994

Author, *Managing an Object-Oriented Project Using an Iterative Approach*. *OOPS Messenger* 5(4): 31-36 (1994)