

NIEL E ARMSTRONG

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CIO | CTO | VP Technology

QUALIFICATIONS SUMMARY

Dedicated top technology strategist, business partner and leader of Global IT organizations with proven track record of 20 years delivering world class and awarded results at benchmark cost. Led Information Technology organizations of 30 to 100 professionals (both internal and external resources) with annual budgets ranging from \$10M to \$30M in large and growing companies. (Consumer Products, Manufacturing, Services, Engineering). Professional of high integrity with exceptional skills collaborating with business executives to create necessary and desired changes. Technical strengths began on the applications side, and more recently focus has been in global enterprise-level infrastructure implementations. Expertise in: ERP, Supply Chain, CRM, eCommerce, Business Analytics, Risk Management, Sarbanes Oxley, Sales & Marketing, and Operations. MBA from Indiana University.

PROFESSIONAL EXPERIENCE

Activision I Blizzard, Inc., Santa Monica, CA: July 2004 – April 2009

Vice President – Information Technology

Top IT role reporting into the CFO, responsible for the IT function for Activision's Publishing business with revenues of ~\$4.5B. Restructured the IT organization to achieve results with a smaller, nimble team of experts. Supported the business as it grew from 1B to \$4.5B in 5 years, reduced IT spend from 1.3% of revenues to .8% of revenues.

Results & Achievements:

- Led the global implementation of ERP Supply Chain & Financial systems across North America, Europe & Asia-Pac. These systems allowed the Company to take more business on a direct basis, enhancing margins by 6-10%. The global ERP system implemented approximately 20 modules of Oracle's eBusiness Suite, significantly automating electronic commerce across the Company's global supply chain.
- Introduced the Business Analytics application layer for the Company. Previously, the Company operated primarily on Oracle ERP & spreadsheets.
- Successfully implemented multi-dimensional analysis and reporting capabilities to improve management visibility and decision making. In addition, fully implemented the financial planning, budgeting and forecasting systems used extensively across the Company.
- Partnered with Marketing to completely change the way we reach our consumer. Leading to highly interactive online web-based marketing programs. These innovative programs created high demand for our products resulting in increased revenues yet significantly reduced our mass marketing spend by 40%. *The innovations were cited as Open Source Web Site of the Year for 2007.*
- Teamed with Product Operations, Quality Assurance and Supply Chain Operations to implement a gaming portfolio management and scheduling system. Led to much improved on-time game launch performance. Company was the only major producer to not miss a product launch during the challenging next generation console transition.
- Collaborated with the Gaming-side CTO to add Activision's Studios as IT customers. With the Studios, built a suite of media applications to manage code, art, video, sound, motion & knowledge sharing. Previously, the Studios worked independently from IT feeling it offered no value to game development processes.
- Part of the Sarbanes Oxley leadership team that successfully completed the arduous task of designing and implementing SOX controls and systems. Results included full SOX compliance, but also significant business and IT operational improvements. The work was cited by PwC as one of their best client SOX implementations.

International Rectifier Corp., El Segundo, CA: June 1993 – July 2004

Vice President – eCommerce Technology

Vice President – Global IT & Business Processes

Top IT role reporting into the CFO, as the IT executive responsible for the global IT organization with an annual budget of \$20M and approximately 100 personnel. Partnered with the Executive Team to achieve the strategic business goals of a rapidly growing, global technology company. During this period, IR grew from \$250M to over \$1.2B in revenues, and more than doubled total headcount to nearly 6000. In 2000, IR Executive management requested me to lead the creation an eCommerce Sales channel for the Company. The channel flourished from inception to ~\$150M in annual revenue in 4 years and achieved the highest margins in the company in a down semiconductor market.

Results & Achievements:

- Responsible for highly successful implementation of a global ERP Supply Chain, Manufacturing, and Financials system. Benefits included reducing Finished Goods Inventory to less than 4 weeks from 12-14 weeks. On-time delivery performance increased 40 points, into the low 90's. System supported revenue growth from \$250M to over \$1.2B, yet resulted in the headcount reduction of nearly 100. System was implemented on a distributed architecture in 8 operating locations in 5 languages in 14 months. *System received a national finalist award from the Smithsonian Institute for Innovative use of Information Technology.*
- Led the implementation of Global Financial and Business Analytics systems. These systems enabled the organization to move from a geographic-oriented operational model to a global product line organization model. The analytics solutions truly drove the Company's day-to-day management and operations, increasing overall profitability.
- Led the selection and partnering of three strategic global eCommerce fulfillment and logistics providers. Developed the business relationships and defined start-up market opportunities. Resulted in new design-in and product revenues over \$20M.
- Led the selection, design and implementation of B2B Sell-Side eCommerce applications for electronic cataloging, web-based ordering, and partner relationship management (PRM). *The system was recognized via the UK National Customer Service Excellence Award for eCommerce Business in 2001.*
- Built the global IT organization by hiring professionals in a dozen global business center locations. Formed a new IR subsidiary, IR Infotech, for internal software development in Mumbai, India using tax incentives to achieve a virtually cost-neutral organization. Grew the India IT organization to approximately 30 personnel, reducing global IT costs by 30%.

Accenture Ltd., Los Angeles, CA & Phoenix, AZ: 1982 - 1993

Senior Consulting Manager

Primary responsibilities included marketing, planning, and management of strategic client engagements in the application of advanced information systems and business processes. Provided expertise in IT strategy, ERP enterprise information systems, Supply Chain Management systems, CRM Sales & Marketing systems, and Engineering/Manufacturing Planning & Control systems.

ACCENTURE CLIENT ENGAGEMENTS:

AMGEN, Thousand Oaks, CA

- Project Director for planning and implementation of a strategic Customer Relationship Management (CRM) system for AMGEN's 500+ Sales & Marketing personnel in the field and at Headquarters. The highly successful CRM was implemented in a UNIX client/server architecture, and helped Amgen grow from \$1B to over \$4B in revenues in a decade.

Lockheed - Burbank, CA & Marietta, GA

- Project Manager responsible for design and implementation of a \$10 million CIM Factory of the Future as part of winning the Advanced Tactical Fighter (F-22) program. *Project received national awards from AMS as Best Implementation of CIM.* Project included implementation of integrated CAD/CAM, ERP, and real-time Shop Floor Control systems in a multi-vendor environment.

ACCENTURE CLIENT ENGAGEMENTS (CONT):

General Motors, Inland Division, Detroit, MI

- Project Manager for planning, design and implementation of a \$100 million Just-In-Time manufacturing facility in a challenging UAW environment. The plant became the most efficient, lowest cost, and highest quality producer within the Trim/Interiors division of GM within 18 months. Benefits achieved: Doubled output with one-half of the direct labor headcount for a 30% total cost reduction, 95% WIP reduction and 45% floor space savings. Based upon the benefits of the JIT effort, GM Corporate kept this plant in operation and closed a Canadian Trim plant operation instead.

Boeing, El Segundo & Long Beach, CA

- Project Director for strategic planning and evaluation of ERP, Quality, and Engineering systems for the defense trainer aircraft operations of Rockwell North American Aircraft and Douglas Aircraft's C-17 program (both operations now part of Boeing).

Hughes Electronics, Tucson, AZ

- Project Director for development of a CIM Factory of the Future plan for a \$1 billion missile operation. Project resulted in planning and implementation of advanced Engineering and ERP business practices and systems.

Circle K Food Stores, Phoenix AZ

- Project Manager responsible for planning, design and implementation of a UNIX-based ERP management system for the Commissary and Bottling operations. Project achieved significant benefits in cost and inventory reductions.

Siemens Transmission Systems, Albuquerque, NM & El Paso, TX

- Project Leader for the design of an ERP enterprise system for this \$300 million electronics operation. Responsible for Engineering and Planning functions.

EDUCATION

Indiana University

MBA IT and Quantitative Analysis (summa cum laude), 1982

BSBA Production Operations Management (summa cum laude), 1981

AWARDS & SPECIAL ACHIEVEMENTS

- Finalist in the Smithsonian awards for Innovative use of IT in Manufacturing industry for International Rectifier's global ERP system implementation.
- Awarded NetApp Innovator of the Year for 2007 for creative enterprise-wide disaster recovery architecture at Activision.
- Awarded Web Site of the Year for 2007 from the Open Source Consortium for innovation use of open source solutions for rich multimedia consumer web marketing at Activision.
- Numerous speaking engagements including the United Nations Industrial Labour Organization (ILO), Oracle, Accenture, NetApp, Internet and APICS conferences.

CERTIFICATIONS & TRAINING

- Certified in Production & Inventory Management (CPIM) with APICS organization
- Numerous IT industry, management/technical seminars and training such as Gartner Group, Oracle, JM Perry Corporation, IDC and Accenture