THEODORE M. DUNN

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Finance, Operations and Systems Executive with experience in **professional services, manufacturing and distribution** industries. Innovator, leader and team player, strong in re-engineering strategic, financial and operational processes in order to increase productivity, reduce costs, and improve cash flow and profits.

- Analyzing and modeling operations to improve financial performance
- Implementing major computer systems across all business functions
- Re-engineering business methods to achieve corporate objectives
- Building financial, human resources and information systems organizations.

1994 - Present: **Consulting Engagements:**

Origin Technology in Business, Inc., a $200 million U. S. subsidiary of a $1.5 Billion world-wide, computer consulting company. Trained accounting staff in accounts receivable collections, shifting over $10,000,000 in open invoices to cash-on-hand, on a permanent basis. Devised policies and procedures for corporate governance and organization to serve a world-wide focus on service-lines sales and marketing.

SPL World Group, Inc., a $100 million computer consulting firm with offices in 7 countries. Wrote policies and procedures for revenue recognition of fixed price contracts, supported by an automated software tool for reporting, calculating and recording journal entries.

Sandoz Pharmaceutical (now Novartis): With a partner, designed and implemented: RoboFIT high capacity screening using non-linear curve fitting. BioSTAT: automated validation and statistics for laboratory data. AroDAS: Analog to digital data acquisition software. SciPAK: scientific add-ins for Excel: AUC, IC_{50}, Significant Digits, etc.

MacArthur Petroleum & Solvents Company, Inc., Newark, NJ, a $20.0 million distributor of petroleum and chemical products. MacArthur had been in Chapter 11 for 2-1/2 years; financial controls and operational information were virtually non-existent. Under my direction as acting Chief Financial Officer, we emerged from Chapter 11 by means of:

A comprehensive Purchasing, Production and Inventory Control process made much better use of our capital and labor resources than ever before. Operations costs decreased from 19.5% to 17.5% of materials costs.

Inventory decreased by 35.0%; effectiveness increased from 35.0% to almost 80.0%; efficiency increased from 24.0% to over 50.0%. Bank debt was cut in half.

Markup increased from 1.29 to 1.46 times materials cost without loss of sales. Receivables collection time decreased from 69 to 50 days. Profits increased from a rate of loss on operations of $900,000 per year to break even.

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1984 to Present: **Senior Vice President, Chief Financial Officer, AGS Information Services** (a NYNEX company, since divested), a $200 million systems consulting and services corporation, serving Fortune 500 clients. In charge of Accounting, Human Resources, Information Systems, Planning and Field Administration departments. Member of the Executive Management Committee. Principal author of the AGS strategic plan.

- **Built all units reporting to me** as the company grew from $32 to $200 million.

- **Defined the corporate organization and methods** needed to coordinate operations of units with overlapping sales and delivery responsibilities.

- **Developed a comprehensive financial and operations analysis process** that is used for planning, budgeting, forecasting and running the company on a day-to-day basis.

- **Developed a nationwide, networked PC system** that is used to conduct general business operations, serving 70 locations including 38 profit centers.

- **Developed methods to improve sales and marketing**, including merchandising techniques and upgrading the marketability and profitability of the consultant staff.

- **Devised sales and executive incentive compensation plans** that reward managers and sales representatives for aligning profit center performance with business objectives.

- **Installed a formal evaluation and salary administration system** that controls the salary inflation rate for a diverse technical staff of 2,000.

- **Devised numerous decision tools** for line management, such as pricing methods for fixed fee contracts and guidelines for maintaining profitability under varying terms and conditions of sale.

1973 to 1984: **Vice President, Operations and Administration, C.N. Burman Company**, a middle market, multi-plant manufacturer of consumer goods. In charge of accounting, administration, data processing, factory operations and inventory management.

- **Implemented a major material requirements planning system**, including purchasing, order processing, shop floor control, inventory control and shipping.

- **Reduced finished goods inventory by 84%, shipping time by 50%, labor costs by 23% and office staff by 25%**, while increasing services.

1972 to 1973: **Positions in Senior Data Processing Management:**
Director of Data Processing, Interstate Stores, a $700 million national retail chain. Responsible for a $1.2 million budget and a staff of 70. Assistant Vice President, Citibank. Responsible for policies and procedures in the data processing group.

1965 to 1972: **Positions in Software Development Businesses:**
Vice President and Director, Morrissey Associates, Inc., a computer products development company. One of five shareholders. Added a disk controller and terminal controller to the IBM 1130 computer, in order to implement a BASIC timesharing system for use by secondary schools. Regional Manager, Computer Associates, Inc., a systems research and development company. Founded the New York, New Jersey and Connecticut regional office. Solicited and managed development projects such as a compiler for a refinery definition language for Shell Oil, a BASIC compiler for Bell Labs and a PL/I compiler for Perkin Elmer.

1959 to 1965: **Positions in Systems Design and Project Management:**
Manager and systems designer, IBM. Designed and implemented assemblers, compilers and other systems programs. One of five designers of QUICKTRAN, the first commercially available time sharing system. Systems Programmer, UNIVAC.

Education and Publications: B.S., Columbia University, 1958.
Remote Computing: An Experimental System. An Idea for a Semi-Automated Programming Production System. An On-Line RPG Language. QUERY: A Descriptor Retrieval System.