

**SENIOR FINANCE & OPERATIONS EXECUTIVE**

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**Global Operations • Revenue & Profit Performance • Business Analysis • M&A Deal Structuring**

Track record of integrity, leadership, and results, driving the attainment of business, revenue, expense, and profit targets for Fujitsu global operations and leading an innovative start-up in the Americas. Expert in identifying strategic business opportunities, analyzing value and impact across complex enterprises, and orchestrating implementation, acquisition, divestiture, or other transaction.

Accomplished team builder, business partner, and negotiator who never fails to win consensus. Effective leader of multicultural teams in diverse locales worldwide; fluent in English, Japanese, and French.

**EXPERIENCE HIGHLIGHTS**

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- Created start-up company for the sales and distribution of medical equipment; earned elite certification as business partner of GE Medical Systems.
- As CFO of \$3B services segment for Fujitsu, led multinational team in delivering 109% of profit goal.
- Identified, analyzed, and executed \$200M in M&A transactions for Fujitsu Corporate HQ.
- Achieved 21% cost reductions as Controller of \$800M in Fujitsu internal IT investments.
- Established a regional Finance & Administration function in 5 countries.

**EXPERIENCE AND ACHIEVEMENTS**

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MEDI-SOURCE, INC.

**FOUNDER / GENERAL MANAGER**

Norwalk, CT

2004–2006

**Led start-up firm from concept to strategic partnerships and revenue generation.** Identified business opportunity in the competitive North/Central American healthcare market. Created business plan; negotiated lines of credit; established supplier and technical support relationships with Canadian manufacturer of a new brand of medical endoscopes. Led rapid launch and managed all marketing, sales, finance, and business operations.

- Secured critical marketing/business relationship as a certified business partner of GE Medical Systems.
- Generated revenue within 3 months of launch through aggressive business-building with distributors, hospitals, and clinics in Canada, Mexico, and Costa Rica.
- Earned product trial with one of the largest medical procurement companies in Central America.

FUJITSU

**CFO INTEGRATED TECHNOLOGY SERVICES, Fujitsu Europe**

Asia, Europe, US

2003–2004

**Ensured profitable performance of \$3B revenue business.** Established quarterly and yearly targets for the 5 regions making up Fujitsu's European business; approved investment business cases and tracked performance toward defined goals. Managed multicultural team of 15 dispersed at international locations. Provided functional guidance to 5 regional CFOs and built strong collaborative relationships to ensure revenue and profit attainment.

- Nimble managed moving targets—constantly revised upward throughout the year—and protected the most profitable business in the portfolio to achieve excellent year-end results:
  - 109% of revised profit goal
  - 93% of revised revenue target, 101% of initial target
- Developed road maps for revenue protection and expense reductions to secure the bottom line.

**DIRECTOR FINANCIAL OFFERINGS, Fujitsu France**

2002–2003

**Delivered profitability nearly 1.5X target as senior negotiator/final authority on all major contracts for a major global account.** Reviewed all proposals prior to submission to the customer and directly negotiated terms and pricing on key contracts with the client's senior executives. Worked closely with administrative team that had direct responsibility for the global customer relationship.

- Achieved 105% of annual revenue target and 145% of profit goal.
- Made and kept promise to turn around all proposals within 24 hours—regardless of time zone differences from the Far East to Europe and the Americas. Built reputation for reliability and integrity in all regions worldwide.

**BUSINESS DEVELOPMENT/M&A CONSULTANT, Fujitsu US HQ, New York, NY** 1999–2002

**Identified, evaluated, and recommended major investments of strategic value to Fujitsu—** mergers, acquisitions, and divestitures. Worked in conjunction with major New York investment bankers and business law firms to identify and assess potential transactions; performed business and financial evaluations; submitted deal structure to Fujitsu senior management for approval; shepherded transactions to closure.

- Closed \$200M in transactions in 18 months.
- Pulled together diverse functional teams for each project and led through complex analysis and structured decision-making. Established expectations and firmly adhered to original project timelines.
- Also served as Fujitsu corporate M&A contact for Latin American countries.

**CORPORATE FINANCE ANALYST, Fujitsu Corporate HQ, Tokyo, Japan** 1996–1999

**Developed business and financial targets for \$16B division, building strong links and constructive dialogue flow with division CFO and Finance team.** Prepared and presented financial review sessions and performance evaluations to executive team. Created action plans for expense reduction to boost profitability.

- Using a “no surprises” approach, carefully managed information flow between division and corporate HQ, resulting in consistently excellent working relationships.
- Earned 100% approval rate on all investment business cases reviewed/recommended to Fujitsu CFO.

**CONTROLLER, Internal IT Investments, Fujitsu US HQ, New York, NY** 1994–1996

**Outperformed aggressive cost-cutting goal,** reporting to newly created position of CIO in the US and leading initiatives to better manage and control the company’s IT investments in North America.

- Strategically focused efforts on projects that made up 80% of total internal IT expense. Interviewed, questioned, and challenged project owners, funding entities, and end users; created a prioritized list of projects for divestiture or closure. Gained executive approval and drove implementation.
- Achieved 21% cost reduction in 2 years vs. 15% target.

**EARLY CAREER WITH FUJITSU:** Fast-track advancement through increasingly responsible financial and management positions in Asia, Europe, and the US.

- Executive Assistant, Europe General Manager of Marketing & Services, Paris, France
- Manager, Performance & Outlook Assessment, Europe, Paris, France
- Program Manager, North American Manufacturing Plans & Controls, Chicago, IL
- Financial Operations Manager, U.K., London, England
- Finance & Administration Manager, Singapore
- Billing Manager, Singapore
- Associate Financial Analyst, Corporate HQ, Tokyo, Japan
- Accounting Analyst, Corporate HQ, Tokyo, Japan

**EDUCATION**

BS Economics, 1978, University of Michigan  
MBA, 1996, Harvard Business School

Fujitsu Executive Education Highlights

- Acquisition Seminar, 1999
- Senior Management Course, 1995
- Advanced Management School, 1990
- Financial Management, Senior Financial Management, Accounting Management, 1978–1983

Dual US/Japanese Citizenship