

James D. Lux

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INFORMATION TECHNOLOGY EXECUTIVE

Strategic and goal-oriented Senior Executive adept at building, revitalizing and leading world-class IT organizations in complex and demanding, multi-location, customer-focused businesses. Expert in developing strategic plans for the implementation and operation of enterprise business systems, customer support, service level agreements and training. Experienced at initiating and administering comprehensive technology and budgetary governance processes and procedures aligned with company goals and growth objectives. Adept at continuity planning, crisis management, trouble shooting, problem solving and negotiating. Experienced with mergers and acquisitions, divestitures and joint ventures. MBA and MS degrees. International experience.

KEY AREAS OF EXPERTISE

Profit & Loss
Budget Responsibility
Cloud Implementation
ERP / CRM / HRIS

Business Leadership
Team Building & Coaching
Technical Vision & Strategy
Virtualization

Project Management
Process Improvement
Security Implementation
Mobile Development

SELECTED ACHIEVEMENTS

- Recruited, developed and lead technology teams providing consistent, SLA-based services and support to all areas of the business across multiple locations.
- Developed and implemented strategic plan to consolidate redundant enterprise business systems after business acquisition resulting in a significant productivity improvement.
- Designed & developed cloud-based data warehouse and web accessible business intelligence portal providing near real-time data on inventory, invoicing, point of sale, loyalty, customer interactions and catering allowing for improved business decisions and information access.
- Implemented and supported a 100% cloud strategy for information technology eliminating the need for “keep the lights on staff” and allowing the technology team to focus fully on value-added business functions.
- Migrated technology services delivery from consultant / outsourced model to in-house, company-managed solution reducing overall IT operating costs by more than 30% while improving service level agreements to the business.
- Reduced accounts receivable days outstanding from over 45 to less than 14 days outstanding through the development and implementation of a custom online order management system with real-time ERP integration.
- Increased unit-level management productivity by 500% through technology improvement and business process automation allowing leadership to focus on business development.
- Improved accounts payable error accuracy by 73% through supply chain integration and process automation resulting in redeployment of resources to credit reconciliation and recovery.
- Implemented 250+ node wide-area network for both data and voice services reducing long-distance charges by more than 85% and providing vastly improved business systems access.

CAREER SYNOPSIS

PGHC Holdings – Dedham, MA

PGHC operates more than 300 company-owned and franchised Papa Gino's, D'Angelo and dual-location restaurants and employs more than 5,000 people. Both D'Angelo and Papa Gino's are committed to providing high-quality products, attentive service, clean, convenient, attractive restaurants and a premium value experience for every guest.

VICE PRESIDENT, INFORMATION TECHNOLOGY – MAY 2016 THROUGH PRESENT

- Joined with the mandate to quickly revitalize the technology function; including people, processes and technology.
- Responsible for over \$2MM operating budget and \$2.5MM capital plan.
- Completed PCI Compliance requirements and SAQ-D assessment for the company for the first time in two years.
- Selected, sourced, configured and installed back office PCs in all locations in six short weeks providing a dramatic improvement in manager productivity.
- Reduced head count by 50% through personnel upgrades, technology improvements and process reallocation.
- Reduced technology operating budget by 40% through head count reduction, contract renegotiation, outsourcing and right sizing.
- Migrated all locations and corporate office to cloud PBX improving voice call functionality and leveraging broadband while reducing telephone spend by nearly 40%.
- Migrated organizational email from problematic, on premise technology to reliable cloud solution.
- Replaced point of sale system across all Papa Gino's locations in six weeks with leading-edge, cloud solution.

Cosi, Inc. – Boston, MA

Fast-casual restaurant concept operating 110 company and franchise locations throughout the U.S. and various international areas. Cosi is focused on flatbread sandwiches & pizzas, salads, soups and bowls.

VICE PRESIDENT, INFORMATION TECHNOLOGY – MAY 2014 THROUGH MARCH 2016

- Brought in to Cosi to move company from Chicago to Boston and drive business success through technology innovation.
- Shutdown Chicago corporate office migrating 25+ servers to virtualized environment at off-site colocation facility with no down time just three weeks after joining organization.
- Opened new corporate office four weeks after closing the Chicago facility.
- Recruited capable and committed technology team to support the entire organization in the new Boston office.
- Reconfigured wide-area network to support highly secure information paradigm.
- Replaced restaurant Point of Sale systems in 90 locations in just over four months at a saving of 300% per store per month.
- Implemented improved catering order management, CRM and sales tracking system increasing sales by over 20% and reducing house account receivables by over \$1MM.
- Put in place a rich data warehouse with corresponding Business Intelligence automating several previously manual processes and providing access to information which the organization had never enjoyed.

Boloco Restaurants – Boston, MA

Rapidly growing, quick-casual dining concept operating 22 locations in New England and the Mid-Atlantic focused on providing globally inspired burritos and smoothies in a sustainable manner.

VICE PRESIDENT, INFORMATION TECHNOLOGY – JANUARY 2012 THROUGH MAY 2014

- Responsible for all technology and technology driven functions and processes within the organization.
- P&L responsibility for both operating as well as capital budgets.
- Focused on consolidation of technology partners with a goal of excellence in technology and extension of

services eliminating 10% of technology overlap.

- Developed extensive data warehouse and business intelligence portal providing ready access and insight into CRM, POS, inventory, forecasting, time & attendance and weather data.
- Designed and developed iPad-based self-service ordering platform that is tightly integrated into the point of sale resulting in 10% increase in average order size and 15% increase in throughput.
- Created and implemented standardized process for technology implementation in new openings using project management methodologies thereby reducing cost of implementation by as much as 50%.
- Automated business processes in accounting eliminating 16 hours of manual data entry while improving financial close from 12 days to 2 days.

G5H Group Consulting – Boston, MA

PRINCIPLE – SEPTEMBER 2010 THROUGH JANUARY 2012

Providing information technology and strategic consulting for hospitality organizations. Specializing in strategic technology planning, data warehousing, business intelligence portal development, business process automation, vendor management and cloud migrations.

KEY CLIENTS

- **Exit 41** – Technology company providing online order management, systems integration and outsourced call center management services.
 - Organizational technology review and strategic recommendation.
 - Call-center process review and improvement recommendation.
 - Large system implementation process development.
- **Boloco** – Multi-unit quick-casual restaurant company.
 - Organizational technology review and strategic recommendation.
 - Data warehouse development and implementation.
 - Business intelligence development and implementation.
 - Vendor consolidation and system integration.
- **NexDine** – Multi-unit contract food-service provider for business and education.
 - Data warehouse development and implementation.
 - Business intelligence development and implementation.

Unidine Corporation – Newton, MA

Food service provider focused on providing contracted food service operations in over 150 hospitals, senior facilities and businesses across 15 states in New England, the mid-Atlantic and the midwest.

CHIEF INFORMATION OFFICER – OCTOBER 2006 THROUGH JANUARY 2011

- Recruited, hired and staffed capable technology team to strategically leverage technology in support of rapid business growth.
- Discontinued five-year outsourced IT service agreements migrating to in-house resources providing reduced operating cost and improved service model.
- P&L responsibility for \$900,000 operating budget and over \$250,000 capital budget.
- Evaluated, selected and implemented technologies for all areas of business operations.
- Managed external supplier business relationships, including SLAs, contract negotiation and services delivery.
- Automated numerous business processes allowing for over 350% business growth without increasing corporate headcount levels.
- Reduced service delivery model from three days to less than one day.
- Developed and implemented an intranet-based data entry tool that aided in reducing financial close from 45 days to 10 days.
- Standardized systems and services across all locations reducing vendor count from over 30 to less than 10.

NE Restaurant Company | Bertucci's Corporation – Northborough, MA

Casual dining restaurant company operating three distinct brands in over 145 locations across 13 states in New England and the mid-Atlantic.

VICE PRESIDENT, INFORMATION TECHNOLOGY – FEBRUARY 2000 THROUGH OCTOBER 2006

- Assembled competent and focused team to standardize, improve and support disparate business systems after company merger.
- P&L responsibility for over a million-dollar operating budget and \$500,000 capital budget.
- Lead award winning team in assessing, choosing, implementing and supporting business systems for the corporate office as well as the restaurants.
- Implemented wide-area network to improve data access and nearly eliminate long-distance phone charges at the restaurant level.
- Reduced accounting and payroll headcount by 30% through process automation.
- Developed intranet-based business intelligence tools providing reporting on demand and eliminating the need for mailing paper reports.

Micros Systems, Inc. – Waltham, MA

Hospitality-focused systems and services company providing point of sale, reservation and cloud-based hardware, software and professional services to restaurants, hotels, casinos and non-traditional food service businesses worldwide.

DISTRICT OPERATIONS MANAGER – JANUARY 1995 THROUGH FEBRUARY 2000

- Lead capable and committed sales, administrative, implementation and services team in growing New England regional business from \$3.8 million in FY 1996 to over \$10 million in FY 2000.
- Merged Hartford and Boston offices into single Boston location growing headcount from 17 to over 45 during rapid business growth.
- Supported and serviced nearly 500 customers in southern New England.
- Developed and implemented repeatable project management process for systems implementation that reduced implementation time from over two weeks to five days.
- Improved business profitability from less than 5% to nearly 10%.
- Lead all national district offices in inventory management maintaining a +/- 5% variance on equipment valued at over \$750,000.

Northeastern University – Boston, MA

Tier-one international university providing associate through doctoral degrees in traditional, blended and online formats with a focus on the cooperative education model. University draws students from across the United States and around the globe.

ADJUNCT PROFESSOR – *SEPTEMBER 2006 THROUGH PRESENT*

Function as instructor planning, developing and delivering graduate-level leadership and strategy courses in traditional, executive, accelerated and online formats. Course responsibilities include development of assignments and assessments, selection of course textbooks and creation of lecture and course materials.

Selected as Visiting Fellow to Swinburne University, Melbourne, Australia to teach eight-week Strategic Leadership courses.

SELECT GRADUATE COURSES

- Developing Your Leadership Capability
- Leading Teams
- Strategic Leadership
- Dynamics of Business
- Group Dynamics & Meeting Management
- Organizational Transformation
- Managing Organizational Culture

EDUCATION

Master of Science in Leadership (MS), Northeastern University – 2006

Master of Business Administration (MBA), University at Buffalo & ESCEM (Tours, France) – 1992

Bachelor of Science in Business Administration (BSBA), University at Buffalo – 1990