

RAYMOND B. KALUSTYAN

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EXECUTIVE LEADER WITH P&L, SALES AND SERVICE DELIVERY SaaS/ Cloud & On-Premise Solutions/ Professional Services/ Outsourcing/ Systems Integration/ Consulting

Strategic business leader with experience leading divisions of multibillion-dollar corporations for scalable and sustainable growth and building new business verticals from the ground up to multimillion-dollar profit centers. Track record optimizing business performance by identifying operational change and creating new delivery models and capability. Expertise creating and communicating the core values that drive employee performance, fuel engagement, foster collaboration, and ultimately influence customer satisfaction and retention. Areas of expertise include:

Public Sector | Financial Services | P&L Management | Sales & Revenue Growth | Enterprise Software (ERP, HCM, CRM) On Premise & Cloud Professional and Managed Services | Applications & Systems Integration | Consulting | Operations | Transformation | Business Process Reengineering and Improvement | Risk Management | SLA Management

PROFESSIONAL EXPERIENCE

POINT NORTH ADVISORS | Basking Ridge, NJ

April 2020 to Present

Strategic Advisor

Advise executives on business strategy, go-to-market strategy, new market entrance, operational effectiveness, sales effectiveness, value proposition creation, and large strategic pursuit leadership, strategy, and support.

- Advising CEO and Board of a technology software and services company on strategies for entering the public sector market on the federal level, increasing footprint in state and local government market, and expanding/launching strategic partnerships.
- Consulting with CEO of a public sector professional services government contractor on strategies for entering commercial markets and recrafting corporate value proposition to highlight critical government expertise.

RACKSPACE | Jersey City, NJ & Washington, DC

March 2019 to February 2020

Privately held cloud computing company.

VP & GM Rackspace Government Solutions

Recruited by the former CEO to stabilize and create a platform for growth of the newly acquired government solutions business. Oversaw all sales and operations inclusive of security, compliance, solution architecture, delivery, and implementation. Created brand in market, solidified revenue, and achieved FedRAMP recertification and Impact Level 4 provisional authority to operate.

➤ Grew revenues 54% and achieved 45% contribution margin, exceeding annual bookings goal achieving 126%.

- **Provided a unique value proposition** for organizations seeking to do business with US government regarding both FedRAMP and Impact-level 4 compliance.
- **Stabilized a distressed asset**, by launching 19 initiatives across finance, technical and data center support, implementation, and contract management.
- **Created back office integration strategy**, eliminating millions of dollars in billing challenges. Integrated tech support and data centers into Rackspace to focus on delivery of core products and services.

PERFORMANCE SNAPSHOT

↑ Overachieved board plan by \$1.5M in contribution margin
↑ Exceeded board plan by \$1.3M on revenue
↑ Achieved \$18M in contribution margin

ORACLE CORPORATION | Bridgewater, NJ & Washington, DC

2015 to 2018

Multinational computer technology corporation

Group Vice President & General Manager, North America Technology Group Consulting Services

Led \$130M cloud and on-premise professional services division serving government, higher education, and healthcare clients. Oversaw business operations inclusive of sales, planning, client relationship management, service delivery, contract and financial performance, and client satisfaction.

Staff: 250 inclusive of advisory, implementation, and architecture services, sales and client management.

➤ In 3.5 years, contributed over \$554M in bookings and \$424M in revenue by leading business transformation of people, process, and technology.

- **Restructured the business to provide better scalability of capability and capacity.** Expanded client portfolios and the role of the individual practices to improve business alignment and scalability and elevate the customer experience.
- **Led a culture change within the organization.** Introduced 5 core values to team that moved the needle on employee engagement and contributed to ongoing revenue growth.
- **Reduced cost to deliver SaaS ERP/HCM/CRM projects by 47%** by creating repeatable delivery models and solutions that allowed organization to scale quickly.

- **Grew cloud bookings by 313% and cloud revenue by 27%** and positioned for future growth.
- **Pivoted from on-premise to cloud services** and implemented SaaS, IaaS, and PaaS delivery capabilities while protecting large on-premise programs. Achieved competitive positioning 20% below market, significantly disrupting status quo.
- **Built a completely self-funded cloud consulting and implementation capability from scratch.** Created new delivery methodology and model, transitioned existing staff and sourced external talent, created a remote delivery center, and invested in startup projects to create credentials.

PERFORMANCE SNAPSHOT
↑ FY 18: \$121M in revenue*, 12% net profit margin, \$146M in bookings
↑ FY 17: 132M in revenue, 11% net profit margin, \$184.4 in bookings
↑ FY 16: \$139M in revenue, 17% net profit margin, \$186.2M in bookings
*(2018 focused on cloud services which are sold at 20% to 30% of the cost of on-premise services.)

FISERV, INC. | Warren, NJ

2007 – 2015

US provider of financial services technology

Senior Vice President & Division General Manager/ Vice President – Fiserv Federal Systems Inc. | 2009 – 2015

Directed company’s newly created public sector financial services organization offering root-cause analysis, business process automation, and outsourced data-processing services. Devised market strategy, developed product portfolio, and leveraged outside vendors and Fiserv core payment, risk/fraud, and loan management capabilities (ASP, BPO and License Software) to provide integrated systems/solutions. Assisted in the creation and named officer of Fiserv Federal Systems Inc. Full accountability for limiting Fiserv liability. Staff: 70

- **Launched company’s groundbreaking public sector financial services organization during the national housing and banking crisis and grew to \$75M in incremental revenue.**
 - **Secured USDA contract that contributed to the reduction of ~\$150B in annual federal government losses.** Identified fraud and abuse within federal benefit and entitlement programs.
 - **Awarded \$100M 9-year bank resolution contract with FDIC** for pre-close, close, and post-closing activity for failed banks after 2008 crisis. Achieved 4/5/5.0 customer satisfaction scores.
 - **Exceeded/met financial budget for revenue and exceeded net operating profit for 5 consecutive years.**
 - **Company spokesperson** for Federal modernized payment systems and fraud prevention solutions.

Year	2010	2011	2012	2013	2014
<i>Exceeded Revenue Goal By:</i>	\$1.9M	\$1.9M	\$710K	Met Goal	\$2.5M
<i>Exceeded Net Operating Profits Goal By:</i>	\$997K	\$774K	\$1.9M	\$629K	\$1.5M

Senior Vice President & Managing Partner | 2007 – 2008

Held global executive accountability for \$90M P&L comprised of JPMorgan Chase and Citigroup portfolios.

- **Created the business strategy to expand the Fiserv footprint and retain existing clients.**
 - **Streamlined 9 disparate business units** into a more sustainable business model that better articulated company brand, improved client relationships, and optimized business synergies.
 - **Turned around compromised relationship** with client Merrill Lynch Bank. Rebuilt client trust, restructured service delivery, renegotiated timelines, and saved \$5M in profit.

ELECTRONIC DATA SYSTEMS (EDS) | Plano, TX

2001 – 2007

American multinational information technology services company acquired by HP.

Managing Director, Financial Services Division | 2004 – 2007

Led financial systems and data processing service delivery for financial services Fortune 500 client portfolio. Focused on profitable accounts, exited underperforming contracts. Earned 6 performance awards. P&L \$57M; Staff: 200+

- **Transformed a \$45M portfolio into a \$57M portfolio.**
 - Doubled profits from \$10M to \$20M, delivered a 30% revenue increase, and grew revenue backlog to \$230M.
 - Led JV proposal with American Express for finance and accounting outsourcing, restructuring of First Data/ Western Union contract, and ERP/ HCM back office systems to facilitate Western Union’s spin-off from First Data.

Regional Sales Leader for various EDS organizations | 2001 – 2004

Additional Roles: VP, Business Development, Getronics, 1999 – 2001, SVP, Business Development, Carnegie Group (acquired by Logica), 1998 – 1999, National Director, Unisys, 1995 – 1998, Manager, Arthur Andersen, 1993 – 1995, AE, Amdahl, 1989 – 1993, AE, Wang Laboratories, 1984 – 1989, Marketing Representative, IBM, 1981 – 1984

EDUCATION

- University of Chicago**, Gleason School of Business, Executive Education/Personal Leadership Insights, 2012
- London School of Business**, Executive Education/Business Strategy & Value Creation, 2005 (nominated by EDS)
- American University**, Washington, DC, MBA, Finance, 1980
- Susquehanna University**, Selinsgrove, PA, BS, Finance, 1978