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### **AlixPartners Client Experience (2006 – current)**

- Client name: Puerto Rico Electric Power Authority (PREPA)
- *Client location:* San Juan, Puerto Rico
- *Client description:* PREPA is the Government-owned utility responsible for the generation, power transmission and power distribution in Puerto Rico, serving around 1.5 million customers across the island
- *Project description:*
  - Financial and Operational restructuring and transformation of PREPA into a self-sustainable, modern utility able to meet its service and legal obligations and do so at a reasonable cost
  - Led several operational transformation work streams:
    - Customer Service function, including increasing collections, reducing theft and non-technical losses and improving the customer experience
    - Information Technology improvements
    - Labor benefits for active and retired employees
    - Project Management Office
  
- Client name: Eastman Kodak Company
- *Client location:* Rochester, NY
- *Client description:* After successfully emerging from Chapter 11, Kodak has transformed into a technology company focused on commercial printing, with \$2.5 billion in revenue across 40 countries
- *Project description:*
  - Defined and implemented several programs that reduced Corporate and Business Unit SG&A costs, including Sales and Marketing, Regional Overhead, Finance, IT, HR, Legal and other Corporate support functions
  - Assisted in the re-organization of the corporate and regional sales and marketing teams, including the design and roll-out of a new sales incentive compensation program on time for the 2013 fiscal year
  - Established and managed the project management office (PMO) for the carve-out of the Personalized and Document Imaging business, sold to Kodak's UK Pension Fund. PMO focused on ensuring that the carve-out business was set-up and ready to operate independently from Kodak by deal close
  
- Client name: Global Heavy Equipment Manufacturer
- *Client location:* Atlanta, GA. Engagement located in Sao Paulo and Porto Alegre, Brazil

- *Client description:* Global manufacturer of agricultural equipment, with operations in the US, Latinamerica, Europe and Asia. Over \$10 billion in annual revenue.
- *Project description:*
  - Strategic sourcing project, targeting 10+% in annual savings in the purchasing of direct and indirect materials and services, as well improving the long-term capabilities of the Purchasing organization
  - Roll-out a new AlixPartners-developed global sourcing process, adapted to the region needs, and trained over 40 purchasing employees in its use
  
- *Client name:* Global Insurance
- *Client location:* New York, NY
- *Client description:* Largest insurance company in the world at the time, the engagement initiated after the 2008 financial crisis and subsequent government bailout
- *Project description:*
  - AlixPartners was engaged as an advisor to Corporate Treasury to prepare for potential M&A activity
  - Deliverables of the project included evaluation and design activities around the Treasury organization, core business processes and information technology platform
  
- *Client name:* Independent broker dealer
- *Client location:* San Diego, CA
- *Client description:* Securities industry. Largest independent broker dealer in the US, providing information technology, brokerage and investment advisory services to over 13,000 independent financial advisors. Over \$3.6 billion in annual revenue.
- *Project description:*
  - Interim executive engagement as Interim CIO, reporting to the Firm's President and COO
  - Direct line responsibilities over a team of 300 information technology employees and an operating budget in excess of \$90 million per year. Participation in the company's Management Committee
  - Initial focus of the engagement was on systems stabilization and restoration of normal service levels, that took three months to complete
  - In parallel, the AlixPartners team defined a mid-term improvement plan, including an investment plan, in order to strengthen the systems platform, significantly improve service levels, re-position IT to support an aggressive growth plan and taking the company public, including achieving SOX compliance
  - The AlixPartners team led the successful implementation of the plan over the next 15 months, continued managing day-to-day operations, assisted in recruiting the permanent successors and completed hand-over of responsibilities
  
- *Client name:* Global Packaging Manufacturer
- *Client location:* Birmingham, UK

- *Client description:* Manufacturing of food packaging products and industrial containers, with operations across Europe. Over \$1.5 billion in annual revenue. Owned by a Private Equity Firm
- *Project description:*
  - Served as Interim Group CIO, reporting to the Group CEO
  - Key deliverable was to create a three year information technology plan for the group, leading to the consolidation of disparate technology platforms resulting from acquisitions. Benefits of the plan included operational and IT cost reduction, standardization of core processes across the group and improving the support to the sales and operations functions
  - After the plan was approved by the Board, launched and led the plan implementation, interacting with the Group CEO, Group CFO and General Managers of the Packaging and Industrial Products Business Units
  - After a successful project launch and establishing momentum with the Business Units, assisted in recruiting the permanent Group CIO and completed the hand-over of responsibilities

### **Professional experience prior to AlixPartners**

#### EDS (\$20B Global Information Technology Services Company, today part of Hewlett Packard)

##### Vice President - Enterprise Client Executive – American Airlines Account

- Responsible for the IT outsourcing relationship with American Airlines on a global basis (with over 2,000 dedicated service delivery employees), with end-to-end accountability financial performance, service delivery and account operations
- Supervised major information technology implementation projects, both in infrastructure (desktop migration, data center migration) and applications development and maintenance

##### Regional President - Solutions Consulting – EDS South Europe, Middle East and Africa

- Responsible for the Applications and Consulting Line of Business (LOB) of EDS in a region including France, Italy, Spain, Portugal, Israel and several other countries, with over \$300 million in annual revenue
- Accountable for overall financial performance (revenue, profit, cash flow, return on assets), sales to new and existing clients across multiple industries, service delivery and client satisfaction
- Served major Pan-European clients in the banking, insurance, telecommunications, manufacturing, retail and government industries

##### President – Mexico and Latin America North Region

- Responsible for the business of EDS (Information Technology Outsourcing, Business Process Outsourcing and Applications Development and Maintenance) in Mexico, Central America, Venezuela and Colombia, with over \$200 million in annual revenue

- Accountable for overall financial performance (revenue, profit, cash flow, return on assets), sales to new and existing clients across multiple industries, service delivery and client satisfaction
- Led the delivery of Information Technology services to leading companies in the Mexico market: AeroMexico (Airline), Mexicana de Aviacion (Airline), Transportacion Maritima Mexicana TMM (Shipping), Grupo Bimbo (Bakery and Distribution), GNP (Insurance), Bancomer – BBVA (Banking), FEMSA Coca-Cola (Beverage and Distribution), Grupo Vitro (Glass Manufacturing)

Vice President - Financial Industry Group - Mexico

- Responsible for the business of EDS in the banking, insurance and brokerage industries

Andersen Consulting (now Accenture)

Senior Managing Consultant - Mexico City and Barcelona Offices

- Participated in process reengineering and information technology implementation projects for several clients in the banking, retail and government industries

**Education:**

- Master of Business Administration - ESADE Barcelona (ranked as #5 business school in Europe in the Financial Times 2012 ranking)
- Bachelor of Science - Chemistry - Universidad Central Barcelona