

# James T. Earlington

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## EXECUTIVE PROFILE

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*Global Operations*

*Financial Leadership*

*Budget Management*

*P&L Management*

*Strategic Planning*

*Sales and Pricing Management*

*Acquisition Integration*

*Corporate Restructuring*

*Quality Systems Implementation*

### Finance and Business Planning Executive

Versatile leader and change agent with extensive experience directing global financial and planning functions for a \$2B technology company. Rewarded with multiple promotions for leadership and performance.

#### **Accomplishment Highlights**

***Drove revenue and profit growth*** by creating a metrics-based business planning framework and establishing best practices for sales.

***Led seamless integrations***, divestitures, and restructuring initiatives.

***Fostered a culture of high expectations*** – allowing top performers to flourish and leveraging their individual strengths to accomplish goals.

## PROFESSIONAL EXPERIENCE

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**COMPUWARE CORPORATION**—Detroit, Michigan

2002—present

*A \$2B+ software and technical services company. Customers include 80% of Fortune 500 companies worldwide.*

### **Vice President—International Finance** (promotion, 2012—present)

Hand-picked by the CFO to orchestrate global finance operations in 24 countries. Lead international teams of 100+ finance professionals in revenue recognition, A/R, A/P, payroll, and tax preparation. Accountable for compliance with internal controls, GAAP, audit requirements, and statutory rules in 24 countries. Manage a \$10M budget. Facilitate global pricing strategies.

- Led a global corporate restructuring initiative that identified \$50M in annual cost savings.
- Orchestrated worldwide pricing strategies and business practices across 20 currencies and multiple business units amidst an ever-changing product portfolio and revenue recognition environment.
- Led the deployment of multiple global financial systems (Oracle) in 26 countries around the globe. Deployed dozens of flawless launches on a compressed, three-year schedule.

### **Vice President—Integrations and Change Management** (2010—2012)

Led corporate change and integration – orchestrating the assimilation of all processes, data, and systems. Reported directly to the CFO.

- Seamlessly integrated four acquisitions (\$70M) into Compuware.
- Facilitated an \$80M divestiture as Compuware representative and buyer liaison.

## COMPUWARE CORPORATION, Continued

### Vice President—Program Management Office (promotion, 2004—2010)

Promoted to lead multiple functions in a Chief-of-Staff role, reporting directly to COO. Led a 100-person, multi-disciplinary operations team. Assisted the COO in all operational areas with fact-based, data-driven decision making and policy setting. Managed a \$9M consolidated budget and P&L for a \$12M operation.

#### Led a 50-person North American Inside Sales organization and a 20-person Telemarketing organization.

- Established best practices, forecast process, and a commission plan aligned with sales goals.
- Achieved **100% Club** in the first year of leadership, delivering \$12M in sales.

#### Directed the Sales Administration Support department.

- Created global pricing strategies for the deployment of business systems.

#### Managed Quality Planning department.

- Co-developed and launched the Compuware Quality Management System – achieving ISO and Ford QOS quality certifications and retaining preferred vendor status with Ford.

#### Orchestrated corporate-wide reorganization.

- Coordinated a corporate-wide restructuring, ensuring that all processes, systems, and marketing communications were revised to align with the new organization.

### Director—Corporate Planning (2002—2004)

Led global business planning and forecasting, reporting to the CEO. Provided decision support to operations leadership. Managed a corporate budget of \$1.8M. Key member of the corporate Executive Committee. Directed a team of planning managers and financial analysts.

- Built the corporate-wide, metrics-based annual operating plan, aligned with revenue and profit growth.
- Achieved 118% growth in professional services and 41% growth in product revenue as a key member of the leadership team.

## EARLY CAREER

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### GENERAL MOTORS CORPORATION—Detroit, Michigan

**Global Budget Manager** (promotion, 2000—2002)

**Senior Financial Analyst – Corporate Finance** (1999—2000)

## EDUCATION

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### Master of Business Administration (MBA)

UNIVERSITY OF MICHIGAN — Ann Arbor, Michigan

### Bachelor of Business Administration (BBA)

MICHIGAN STATE UNIVERSITY — Lansing, Michigan