

**Glenn V. Kieckhaefer, CPA***Partner***414 777 5518****Glenn.Kieckhaefer@bakertilly.com**

Glenn Kieckhaefer is a Partner and leads Baker Tilly Virchow Krause, LLP's Financial Institutions Consulting Practice. He is also a former member of the firm's Office of the CEO and currently leads the firm's Strategy Committee and Business Planning activities. Prior to joining Baker Tilly, he led the business integration services practice for the Milwaukee office of a large, multi-national accounting and consulting firm. He also led the central region of the U.S. in the area of business intelligence and information management. Glenn has experience consulting in information systems, finance, planning, and operations since 1981, and he specializes in banking, insurance, and manufacturing/distribution.

Specific Experience

- > Conducted operational, credit policy, and IT assessments at several regional banks. The assessments resulted in improved risk control and profitability.
- > Led a management reporting project for a large insurance company. Tasks included individual and group coverage requirements definition, and implementation of a new reporting system.
- > Led an assessment of a business model change for a large national distributor of pharmaceuticals. The project included medical records, claims processing, and collection activities, and included centralize/decentralize assessments and detailed business case development and analysis.
- > Worked with numerous organizations to gain SAS 70 and Sarbanes-Oxley technology compliance. Steps included planning compliance activities, meeting with external auditors, evaluating and generating documentation, conducting controls testing, and mitigating weaknesses.
- > Worked with top management and users to define management and operating reporting requirements (finance, CRM, production, and marketing/sales) for a Fortune 500 company. Led a team that translated the requirements into technical specifications for an information technology reporting platform and data warehouse. The new system is now the foundation for all management reporting within the company.

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Specific Experience (cont.)

- > Developed an information systems plan including an evaluation of the global application software and hardware architecture of a Fortune 500 company. The evaluation resulted in insource/outsource decisions regarding technology and a new global infrastructure that allowed greater global process consistency and effectiveness. The architecture also supported knowledge sharing of industry trends, new product development, and customer information.
- > Developed a sales data warehouse for a Fortune 500 company. Key sales success factors and score cards were developed with management and users. A data model was defined and ETL tools were used to extract and load information from multiple data sources. The client was better able to analyze customer and product profitability.
- > Conducted due diligence reviews of merger/acquisition targets of several organizations. Developed detailed plans to merge finance/administration, operations, and information systems functions including organizational and change management activities. Information technology applications and hardware integration strategies were developed and implemented.
- > Served as the project partner and manager on several engagements to assist clients in the selection and implementation of appropriate application software and computer hardware. Package experience includes SAP, BaaN, HFA, Oracle, Lawson, Symix, and J.D. Edwards software. Tasks included:
 - > Re-engineering strategic business processes.
 - > Definition and modeling of future information needs.
 - > Identification and selection of suitable software/hardware vendors.
 - > Assistance in contract negotiation.
- > Developed a customized system life cycle methodology for a Fortune 500 client. The methodology contained procedures for developing, modifying, and enhancing existing software as well as standards for evaluating packages and outside contract programming. The methodology contained phases in project initiation and feasibility, system definition, system development, system implementation, and post implementation review.



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Education

University of Wisconsin - Madison
Bachelor of Business Administration

Marquette University
Masters in Business Administration