

RESUME

John Highbarger

Post-retirement

The University of Texas at Austin 2003-Present

McCombs School of Business

Lecturer

John was asked to bring his considerable business experience to the students by teaching in the McCombs School. His current teaches two courses, the first called “Contemporary Topics” and the newest course, “Marketing for Entrepreneurs” are among the highest ranked senior electives in Marketing. Both courses have substantial wait lists for students to be admitted.

Accenture 1995-2002

Global Managing Partner – Information Technology Strategy Practice (SITE)

Mr. Highbarger was hired as South Region Managing Partner, part of a management team hired to develop the SITE practice into the world’s leading consulting practice in the use of information technology to drive business strategy. Within four years, the practice was the largest of its type in the world and was recognized as the leader in this area. John was steadily promoted to higher levels of responsibility based on performance until he became Global Managing Partner in 1999. Under John’s direction, the practice grew over 400% in size and had a direct influence on over \$7 billion in revenue for the firm.

John had personal responsibility for projects for some of the biggest companies in the world including: Marriott, Merrill Lynch, Exxon, and UPS. He personally accounted for annual consulting sales of between \$12 million and \$200 million. He also served as a consultant to several private equity firms, reviewing companies for acquisition and developing turn around plans for acquired companies.

Retirement came in 2002, after the firm’s very lucrative I.P.O., which gave all Partners over 50 an opportunity to achieve more immediate financial independence.

Coopers & Lybrand (now part of IBM) 1987-1995

Managing Partner Information Strategy Practice

Mr. Highbarger was brought in to create, from inception, an information technology strategy practice for this “big six” consulting firm. He built and grew the practice to over 100 professionals, recognized worldwide for its capabilities. The practice led the world wide firm in profitability and growth. Some of the innovations John created in the practice were recognized as world leading concepts. John’s recognized leadership in the development of the current use of outsourcing set the stage for the growth of outsourcing, in both technological and non-technological areas, and is documented in countless articles and speeches to industry groups. Some of his clients included: Southland Corporation (7-11), Texaco, Continental Airlines, American Airlines, Qantas Airlines, and Oryx Energy.

Diamond Shamrock Corporation 1983-1987

Director Strategy and Information Technology

Mr. Highbarger was hired to turn around the technology division of this fortune 500 company. Later he was promoted to responsibility for the corporate strategy, as well. Under his direction the company implemented: new technology which reduced the finding cost of hydrocarbons by 35%, increased convenience store sales by 45% through the implementation of new technologies (including the first island credit card acceptors and the first ATM’s in stores), and increased chemicals division profitability by 18% through the use of supply chain improvements. Previous strategic failures led to his appointment to the corporate strategy role, given his previous experience in strategy, reorganization, and downsizing. In the corporate strategy role, John directed two successful major acquisitions and three major divestitures for the company. He led the successful effort to restructure to avoid a hostile takeover and subsequently a very successful corporate breakup, which drove a shareholder value increase of over 33%.

Price Waterhouse 1979-1983

Senior Manager

Manager

Mr. Highbarger was hired as a Manager in the consulting practice to sell and lead projects for a variety of client situations. His major clients included: Diamond Shamrock Corporation, Southwest Airlines, and Petroleus de Venezuela. His contribution was recognized by promotion to Senior Manager and was about to be promoted to Partner when he left to join a client.

Prior to 1979 John had increasing responsibilities in business management positions. John received a BBA from The University of Texas at Austin in 1971.

SELECTED PROJECTS

Financial Services Company

For one of the largest financial services companies in the world, John led a project (project cost in excess of \$100 million) to revamp the go to market strategy of the company. Faced with a serious threat from upstart competitors, the company needed to change rapidly, as it saw its commanding market share shrinking month to month. This project involved major changes to the offerings, structure, marketing, and internet services of the company and resulted in reversing the market share loss trend into a slow but steady market share gain.

Hospitality Company

For the largest hospitality company in the world, John led a project to deal with some significant management failures, threatening the leading position of the company. Mr. Highbarger stepped into a role as an interim Senior Vice President and led company staff and a large project team to fix existing problems and change future direction. The result of these changes was to satisfy the property owners, who had threatened to pull out of the system, and the implementation of several new programs which changed the

market approach of the company and had a significant effect on both revenue and cost. One part of this project involved John's discovery of previous errors by his own firm leading the CEO of the client to contact the CEO of John's company to have John negotiate the client's behalf, against his own firm.

Airline

For one of the five largest airlines in the United States, John was court appointed to oversee the technology operations, while the airline was in bankruptcy. Going into bankruptcy, it was (correctly) perceived that the technology company (a separate company with separate creditors) was the most valuable and most likely to survive bankruptcy. Mr. Highbarger developed and implemented a new business model to allow the technology company to maximize its value, regardless of the future of the parent airline. These efforts were extremely successful, with the technology company creditors receiving seven times the return of the airline creditors, when the companies emerged from bankruptcy. For his efforts, John received congratulations and thanks, in open court, from the federal bankruptcy judge. The technology company was later sold for over \$600 million.

Energy Company

For this \$80 billion revenue energy company, John led a project to revamp all administrative functions for the parent and its nine subsidiaries. This three year project not only reduced the costs of these operations by 40%, but resulted in a one time gain of \$18 billion and a \$5 billion annual revenue increase due to elimination of billing errors.

Private Equity Company

For one of the largest private equity companies, John has led many projects to review possible acquisitions and provide input on the merits of the acquisition and then to lead the acquired company through a turnaround process. The greatest issue here is to avoid bad acquisitions (the company typically buys 1 company out of 9 reviewed) and Mr. Highbarger personally eliminated many candidates. On the other side, his

turnaround projects drove the success of several investments, including one which netted over a one billion profit.