

MICHAEL B. TULLY

Tully34@cox.net

Phone: 602-526-1419

Scottsdale, AZ

<https://www.linkedin.com/in/michaeltully>

EXECUTIVE SUMMARY

Entrepreneurial, strategic, visionary President and CEO with demonstrated experience in driving organizational, cultural, and business transformation. Transformed AAA Arizona from conservative, slow-growth consumer products company into one of the most dynamic, and fastest growing AAA in the US and led the creation of a \$10B, 22-state holding company. Drove large scale strategic change management, M&A, and innovative new business offerings resulting in unprecedented double-digit revenue and EBITDA growth while achieving historic service quality levels. A dynamic communicator, known for developing highly engaged and collaborative cultures while building trusted relationships with key stakeholders.

COMPETENCIES

- Visionary & Entrepreneurial Leader
- Strategic Orientation & Execution
- Financial Management
- Organization Design & Culture
- Innovative New Product/Services Development
- Service Quality Leadership & Differentiation
- Performance Management Frameworks
- Change Management/High Performance Culture
- Leadership/Talent Development
- M&A/Due Diligence/Integration
- Board Relations & Governance
- Collaboration/Influence/Negotiations

SELECTED ACCOMPLISHMENTS

- As President and CEO, transformed AAA Arizona from a conservative, slow-growth organization into one of the most dynamic, entrepreneurial organizations nationally; became the fastest growing AAA in the country with 925,000 members.
 - Increased collateral revenue 250% by launching three new business lines; revenue, income and service quality reached 90 year highs. Invested in critical marketing analytics/micro-segmentation, service science leadership, and Lean Six Sigma.
 - 18-year track record of consistent, positive revenue growth reaching \$300M in gross revenue.
- Reinvigorated company's vision, mission, values and shifted culture to high performance focus, "with a heart." Employee engagement reached all-time highs surpassing Towers Watson high performance benchmarks for all measured dimensions.
- Led turnaround of AAA Arizona's governance, developing a high-performance board by implementing strategic framework focused on value creation.
 - Results include 10 years of consistent performance as a "high-performing" board as measured by AON/Hewitt.
- Led strategic transformation of AAA's product portfolio resulting in the business turnaround from one of the least profitable clubs to the highest. Negotiated an exclusivity agreement with a key strategic insurance partner increasing profitability, including a key \$32M marketing investment.
- Served as lead strategist and negotiator in the development of a holding company to facilitate collaboration and future mergers that expanded to include 10 unique AAA entities spanning 22 states. Developed shared service operations including marketing analytics, web services, call centers, and new product innovation generating \$5M in annual savings and \$65M in new revenue.
- Key leader in facilitating five mergers over 18 months including Arizona's 2016 consolidation into seven state regions creating one of the largest AAA's in the world with 5.5 million members, \$835M in assets, and \$3.5B gross revenues.
- As board chairman, led turnaround of Make-A-Wish Foundation's founding chapter resulting in its being removed from probation, and being recognized as the National Chapter of the Year. Worked collaboratively with Make-A-Wish National in restructuring chapter governance as well as seeding new leadership into organization.
- As President, Export Risk Management, Scottsdale, AZ, launched successful trade-finance startup. Merged organization after two years creating EXIM Bank's largest US export finance brokerage.

PROFESSIONAL EXPERIENCE

AAA ARIZONA – Phoenix, AZ

1998 – 2017

\$300M gross revenue (\$117M net) auto club with 800+ employees providing membership, roadside assistance, insurance, travel, auto repair and financial services to more than 925,000 members throughout Arizona.

President & CEO

2008 – 2017

Reporting to the Board of Directors, drove business transformation to a \$300M consumer products legacy company with 925,000 customers and 800+ employees. Led the business through a seamless CEO transition, 10% CAGR growth during a historic downturn, and created the largest AAA holding company encompassing a 22-state region with 12 million customers.

- Drove large scale change management spanning leadership, strategy, technology and performance management systems.
- Key leader in creating and managing innovation pipeline for holding company.

President & CEO (Cont'd)

- Key accomplishments include:
 - \$3 - 10M annual free cash flow, an 11-fold increase.
 - Growth in core customer base from 380,000 to 925,000 while more than doubling share of wallet for collateral revenue.
 - 18-year track record of positive revenue growth through several major financial downturns. Sustained retained earnings growth rate more than 16% over tenure.
 - Led successful strategic business innovation process and \$50M in key startups: *AAA Auto Repair, AAA Glass, AAA Auto Buying, AAA Business Solutions, Club Software Solutions, AAA Shared Analytics, AAA Web Service Group.*
 - Successful startup of statewide fleet operations of 120 vehicles and 200 employees.
- Consistent leader on key AAA National strategic goals and winner of numerous annual awards including: Battery Program Penetration and Growth, Quality of Service, Internet Revenue & Penetration, Automotive Services Pacesetter Award - 4 time recipient, numerous financial and membership Growth Performance Awards, and National Business Innovation Award.
- National AAA board roles: Accreditation Commission – *Chairman*; AI Software Solutions – *Chairman*. Chairman for numerous ad-hoc task forces and negotiation teams.

Chief Operating Officer/Executive Vice President

2003 – 2008

Reporting to the CEO, assumed leadership of all company business lines including Membership, Insurance, Travel, Automotive, Financial Services, and core Emergency Roadside Service (ERS) operations, while continuing to manage all Finance and Accounting operations. Successfully on-boarded new CFO of \$175M operation with 400 employees.

- Led quality turnaround by implementing Lean Six Sigma and Service-as-a-Science principles company-wide.
- Drove organization restructuring that accelerated core business while developing sustainable new revenue streams to drive greater customer relevancy.
 - Achieved double digit growth (12% CAGR) in Automotive Services and Insurance Business Lines, and development of Business Solutions and Corporate Insurance Business lines (\$13M combined revenues - 2016).
- Served as lead strategist and negotiator in development of a holding company with Northern California AAA partner resulting in an additional \$32M marketing infusion.

Chief Financial Officer

1998 – 2003

Reporting to the CEO, led team of 45 across Finance, Accounting, Human Resources, Information Services, and Administration for \$85M business with 275 employees. Implemented modernization strategy for all back-office and frontline IT systems, operating processes and controls, performance management enterprise framework, strategy development, and company incentive systems.

- Reinvigorated company strategic planning process resulting in successful strategic divestiture of \$2.5M Tourbook operations.
- Led board and management team through strategy refresh process resulting in decision to allocate significantly more resources to improve Insurance penetration from 4% to 25%; resulted in building one of the most profitable AAA's in a five year span.
- Led analysis, approval, and startup of Automotive Buying and Automotive Repair operations which grew to \$45M in 2016.

EXPORT RISK MANAGEMENT WEST – Scottsdale, AZ**1996 – 1998**President

Created west coast arm for national trade finance brokerage out of New York specializing in trade credit, political risk, and international trade finance. Successfully arranged coverage for exports exceeding \$200M, as one of EXIM Bank's largest brokers.

Prior Finance Leadership Experience

As Chief Financial Officer, Fairchild Data, hired to prepare for public-market division spinoff; developed business forecasting models to lead turnaround for successful sale to SSE Telecom, another public company. Drove manufacturing reorganization, created costing/pricing methodologies for two multi-state corporations as CFO for PJH Brands, Scottsdale, AZ. Led finance and strategy teams for Digital Equipment Corporation Storage Division.

EDUCATION

Harvard Business School, Boston, MA
Advanced Management Program

Arizona State University, Tempe, AZ
Master of Business Administration in Finance, Bachelor of Science in Finance

PROFESSIONAL ADDENDUM**PROFESSIONAL DEVELOPMENT & CERTIFICATIONS**

National Association of Corporate Directors- Fellow
Wharton School of Business – Executive Negotiation
Young Presidents Organization
Certified Public Accountant
Center for Creative Leadership – At the Peak, High Performance Teams

COMMUNITY BOARD AND LEADERSHIP AFFILIATIONS

- National Board Member, AAA Public Affairs Committee
- National Board Member, AAA Foundation for Traffic Safety
- National Chairman, AAA Accreditation Committee

- Board Member, ASU Center for Services Leadership
- Board Member, Valley of the Sun, United Way
- Board Member, Sonoran Conservancy
- Member, ASU National Alumni Council
- Member, ASU President's Club
- Member, Greater Phoenix Leadership

- Past Chairman, Make-A-Wish Foundation of Arizona
- Past Board Member, Scottsdale Boys & Girls Club
- Past Board Member, Open Tech Alliance
- Past Vice Chairman, Financial Executive International

HONORS / RECOGNITION AND COMMUNITY ACHIEVEMENTS

- 2017 St Patrick's Day Parade Grand Marshal
- 2014 Make-A-Wish Foundation- Lifetime Compassion Award
- 2014 Co-Chairman, Young Presidents Organization, Scottsdale
- 2011 American Diabetes Association- Father of the Year
- 2009 Association of Fundraising Professionals- Spirit of Philanthropy Award
- 1990 Digital Finance Excellence Award