



# ROBERT L. NELLSON

## EXECUTIVE SUMMARY

Highly developed project leadership skills at the executive level, emphasizing growth strategies, new product introduction, and change management. Specific areas of expertise in the financial services industry include:

### *Earnings Growth*

- Sales Productivity
- Asset Accumulation
- Fee Production
- Re-engineering

### *Corporate Development*

- Acquisition Plans
- Target Screens/Research
- Deal Structure/Integration
- Value Management

### *Product Management*

- Life and P&C Insurance
- Deposit Strategies
- Mutual Funds & Annuities
- Relationship Pricing

## PROFESSIONAL EXPERIENCE

### **NELSON ASSOCIATES, LLC, Ponte Vedra Beach, Florida (1997 to Present)**

*President* - Managing a personal professional practice that includes:

- Venture capital investing and related management services.
- Management consulting and M&A advisory work supporting venture activities (not Bancassurance related).
- Career advisory services (pro bono) and publishing.

### **DEHAYES CONSULTING GROUP, Inc., Ponte Vedra Beach, Florida (1998 to Present)**

*Principal & Managing Director* - Managing the firm's Bancassurance practice, with work split between banks and carriers.

- Successfully led a wide variety of consulting and M&A assignments.
- Further information and references can be provided on request.

### **BARNETT BANKS INC., Jacksonville, Florida (1995 to 1997)**

*Executive Director* - Reporting to the Chief Asset Management Officer and responsible for creating and implementing a balanced strategy for managing customer assets.

- **The Insurance LOB:** Established Barnett's direct marketing capability for life and auto insurance products using direct mail and bank branch referrals to feed a specialized 800# response center that provided 1000 quote, underwriting and customer service calls daily.
- **Investment Products:** Managed Barnett's proprietary no load mutual funds, introduced the SelecTrack process for third party fund promotion and selected 12 complementary fixed and variable annuities.
- **The Deposits LOB:** Managed this \$350 million (profit) business including development of a full business strategy, implementation of size tiered pricing, definition of a value-based branch incentive system, restructuring of all transaction product fees and mapping out operational goals that included implementation of image technologies.
- **Third Party Advisor Business:** Launched a business to sell ultra affluent individuals a multiple advisor selection and monitoring discipline on a consulting fee basis.

### **THE NEW ENGLAND, Boston, Massachusetts (1994 to 1995)**

*Senior Vice President* - Reporting to the CEO and responsible for facilitating strategic change within this mutual insurance and investment management company. Areas of responsibility included:

- **Corporate Development:** Managed the due diligence and integration processes for the merger into the MetLife.
- **Strategic Planning:** Evaluated alternate distribution channels, market pricing disciplines, and rationalization of the 401K business.
- **Financial Planning and Management Reporting:** Implemented a value management framework (EVA), risk measurement and funds transfer pricing.

- **Internal/External Consulting:** Selected a new actuarial model and evaluated commercial real estate loan loss migrations.

**FLEET FINANCIAL GROUP, Providence, Rhode Island  
1994)**

**(1985 to**

***Corporate Vice President***

- **Corporate Development:** Managed the identification, due diligence, valuation/pricing, negotiation and integration of over thirty acquisitions that were responsible for Fleet's growth from \$5 to \$50 Billion.  
Examples:  
Bank of New England - A \$23 Billion failed bank acquisition done with KKR financing  
Norstar - A \$12 Billion merger of equals  
AFSA - An acquisition of the nation's largest private student loan processor
- **Strategic Planning:** Developed the company's first comprehensive strategic plan and managed the functional/subsidiary planning processes for Fleet's banks, mortgage banking, consumer finance and processing companies serving 41 states through 1200 offices.
- **Financial Planning and Management Reporting:** Managed the preparation of financial plans and internal management reports, including implementation of line of business reporting disciplines.
- **Internal/External Consulting:** Coordinated hundreds of internal projects and managed the definition, screening, selection and monitoring of about 20 studies per annum that reduced costs, defined markets and reconfigured organizations.
- **Management Sciences:** Managed statistical, actuarial and other analytical disciplines across the firm including risk measurement, synthetic mortgage appraisals, price elasticity analysis and cost of capital measurement.

**BOOZ.ALLEN & HAMILTON INC, New York, New York**

**(1978 to 1985)**

***Senior Associate*** - Manager for major projects in finance and general manufacturing:

- Evaluated the strategic fit of a finance company with its conglomerate parent; divestiture recommendation followed
- Identified \$20 MM in annual cost savings for a major travel services firm
- Developed cost reduction programs for an insurance company pension division
- Led a turnaround strategy for a leading consumer textiles manufacturer
- Reorganized the finance, systems and planning functions for a turbine engine manufacturer

***Director, Financial Services*** - Reporting to the VP Finance, directed the financial planning and management reporting activities for the firm, reviewed/controlled capital expenditures, selected a new GL system, analyzed partner/staff compensation and benefits, and developed computer models for strategic planning and cash forecasting.

**MARINE MIDLAND BANK, New York, New York**

**(1973 - 1978)**

***Assistant Vice President*** - Credit officer with a \$1 Million individual lending authority for merger/acquisition, venture capital and project lending situations. Structured Eurocurrency, domestic and trade financings for real estate, mining, chemicals and transportation companies worldwide.

**SERVICIOS de ANUARIO TELEFONICO INTERNACIONAL S.A.,**

**(1972 - 1973)**

***Assistant Controller*** - Managed all financial reporting, budgeting and subsidiary internal audit functions for this Panamanian-based publishing company operating in eleven Latin American countries.

**U.S. ARMY ADJUTANT GENERAL CORPS**

**(1969 - 1972)**

***First Lieutenant*** - Managed an administrative and logistics computer center for a Division in Germany

**EDUCATION**

MBA in International Finance, University of Chicago, Chicago, Illinois  
Bachelor of Arts in Economics, Ohio Wesleyan University, Delaware, Ohio