

### CFO Finds Value in Taos' Relationship-Oriented Approach

By Erin Boyd, Staff Writer

*"I've come to really place a lot of confidence in Taos' judgment, and I really like Ric Urrutia's leadership style. He's very relationship-oriented and conveys that he is interested in investing over the long-term in relationships and that means making the best decisions for the customers, which is a great approach. It isn't always the near-term maximizing approach for Taos, but it's resulted in me coming back again and again because I feel when push comes to shove, Ric and his team are going to help me look smart and solve problems that really are in the best interests of my company and my situation."*

– Charlie Webster, CFO, Calera Corporation (formerly Tessera)

As Charlie Webster entered his new position as Tessera's CFO (now the CFO for Calera Corporation), he was quickly confronted with a leadership vacuum when his Vice President of IT left to pursue other opportunities. This challenge was compounded by the fact that Tessera had grown very quickly and was beginning to make acquisitions both locally as well as internationally. Faced with this challenge, Charlie did what any good leader would do and reached out to his network for guidance. Long-time colleague and confidant, Tim Campos, CIO of KLA-Tencor, led him to Taos.

Taos was able to illustrate their value in the strategic management consulting realm as well as the tactical, technical subject matter expertise realm. Charlie and Tessera reaped the benefits of this expertise and were able to solve some of their toughest problems, further demonstrating that Taos truly is an integral part of the fabric of Bay Area IT.

Charlie's relationship with Taos began when he engaged them to assess Tessera's security matters. Soon after Taos began working on this, Charlie realized that he needed more strategic help, namely helping him to provide Tessera with an IT strategy. It was at that time that Taos introduced Charlie to the Office of the CIO Practice (OCIO). Charlie was attracted to the idea that he could "rent" highly-experienced CIOs, and he instantly recognized the value of getting CIO perspectives without having to pay CIO salaries.

*"They seem to convey a real earnestness and a real genuine concern for their clients' problem-solving challenges. I also think that people like Ric and Mark Johnson are wonderfully smart, articulate people. So I had the impression that I was really getting a group of high quality people advising me."*

Charlie invested in a Taos consultant from the OCIO Practice to help him stabilize the current IT situation at Tessera and provide a forward-thinking strategy. Over a 30-day time period, the consultant conducted an assessment of Tessera's current IT environment by interviewing the IT department, gathering data and examining challenges and issues. The conclusive recommendations were presented to Charlie and Tessera's Board of Directors' Audit Committee. The recommendations, which included a strategic plan for IT improvement and an initiative to establish metrics to gauge and record progress, were all accepted by the audit group. Following the presentation, the Taos consultant stayed on as the interim CIO to lead the IT team through the process of stabilizing the environment, improve their performance against their metrics, and identify a new CIO.

To further support Charlie in his CIO search, Taos conducted a CIO roundtable where they helped Charlie discover what the new IT leadership should look like, write a job description and review prospects' resumes. Taos also leveraged its extensive network to identify and connect Charlie with a prospective CIO who could meet his immediate and long-term needs for the role. The search resulted in the hire of this individual who has had a tremendous impact on Tessera's organization.

*"They've done everything from firefighting a security issue to highly specialized, almost niche-based consulting engagements to find a permanent employee who has provided remarkable leadership. I feel Taos offers a very broad, rich array of capabilities with a very high quality user interface coupled with concern for the longer-term success of the customer."*