



JEFF SHAFFER

MANAGING DIRECTOR

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quick facts

- 20+ years of experience in operational change, technology improvement and merger integration
- Private equity focused across the deal lifecycle from pre-acquisition through realization
- Adept at leading initiatives that meet or exceed financial targets (e.g., synergy savings or performance improvement)
- Proven success leveraging technology to enable business performance



Jeff Shaffer is a Managing Director with Alvarez & Marsal's Private Equity Services Group in Los Angeles, specializing in pre and post-acquisition IT and operations assessment and integration. His primary areas of concentration are due diligence, post-merger integration, carve-out planning and execution, IT strategy, systems integration and interim management.

With more than 16 years of IT and operational strategy and execution experience, Mr. Shaffer has worked in a variety of industries including manufacturing, distribution, life sciences and post-secondary education. He has led nearly 100 diligence projects and IT assessments for a variety of private equity clients.

A notable assignment included leading the post-merger systems integration for a \$1.5 billion dollar food services company; developing a strategy to eliminate a large number of redundant systems, execute the transition to a single systems platform for ERP, trade promotion spending, business intelligence, and financial reporting; and managing the design and rollout of standard business processes.

Prior to this assignment, Mr. Shaffer acted as interim CIO leading an eight-week carve-out and stand-up of an international chemical company, including establishing a working SAP environment, global telecommunication infrastructure, establishing co-location contracts and procuring new hardware to support day one operations.

Before joining A&M, Mr. Shaffer spent 14 years as the practice leader for Crowe Horwath's IT Advisory Group in Chicago and Los Angeles. In this role, he developed a number of service offerings including a global IT roadmap offering and established the current IT diligence offering.

Mr. Shaffer earned a bachelor's degree in psychology and master's degree in education from the University of Iowa. He is an active member of the Los Angeles Chapter of the Association for Corporate Growth. His recent articles include: "The CIO's Growing Role: IT and Innovation," in CIO Update; and "IT Diligence a Must for Buyers," in Mergers and Acquisitions magazine. He has been quoted in respected periodicals and was interviewed for Computer World's article: "CIOs Should Get Involved in Corporate Mergers."