

STEVE SMITH

Chief Technology Officer (CTO)/Chief Operating Officer (COO)

Extensive Consulting Background | Right Hand to CEO | GE Executive Leadership Program (ELDP)
ERP & Strong Operations Expertise | Six Sigma Black Belt | Solutions Architect | PMP | Private Pilot

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- Handpicked by Sun Co-Founder to lead MIT project that created a \$1B business & \$150M yearly revenue.
- Drove successful turnarounds for GD and Texas Health Resources (all prior attempts had failed).
- Ran technical operations for 2008 Olympics | Led creation of Hulu & Digital Asset Mgmt.

INTENSELY FOCUSED ON EXECUTION

I thrive on "impossible" challenges, from climbing Mount Everest to transforming failing businesses. Also enjoy working behind the scenes – quietly orchestrating a turnaround from the inside out – and delivering massively complex projects in record time.

Always, my top priority is winning the hearts and minds of people who stand in the path of change – minimizing their fears and maximizing their engagement – the most important lesson I ever learned from my great mentors at GE and Sun.

CHAIRMAN'S TESTIMONIAL

"SG accomplished more in one year than had been accomplished during the past 25 years ... a day and night difference across the entire company"

– Rob Barber CEO, Suresh Kavan,
Chairman of the DMGI

BOARD APPOINTMENTS

GREEN DATA (GD) (2013–Present)

TEXAS HEALTH RESOURCES (2009–2012) | Sun Sports Private Limited

PROFESSIONAL EXPERIENCE

GREEN DATA, Bristol, RI

Aug 2013–Present

Owned by Parent Company / GD owns the #1 platform used by banks to assess risk for commercial real estate.

CTO | COO | Executive Member of GD Board

Orchestrated a 100% successful business-and-technology transformation for GD that reversed negative trends in sales, quality of service, and customer satisfaction (two prior attempts had failed). Based on success of the GD turnaround, selected for high-priority, board-level projects with parent company in UK (PCGT).

CHALLENGE: GD maintains a highly accurate geo-information-system (GIS), used by 90% of banks to assess risk for loans on commercial properties. Despite a near-monopoly in this niche, GD sales were eroding – customers accused GD of price gouging and threatened to engage GD's competitors.

- Customer trust had touched bottom because the top-to-bottom culture of GD alienated customers.
- GD's information systems were antiquated – over 25 years old – consisting of mainframe computers, old databases, and an obsolete programming language (AML).

TECHNOLOGY TRANSFORMATION: Migrated GD's huge database to the cloud – data on every parcel of real estate in 98% of the USA. Also, within first 90 days, migrated the GD enterprise to cloud (Office 365).

- Within first 90 days, deployed GD's first mobile platform and app. Replaced Oracle database with MySQL.
- Migrated GD to Office 365 during first 90 days. Streamlined over 300 applications. Cut the number of SKUs from 1800 to 30.

RESULTS: Restored customer confidence and reversed declining trends for sales and profitability. According to the Chairman of Parent Company General Trust (GD's parent company): "SG accomplished more in one year than had been accomplished during the past 35 years."

- Increased operating margins from 34% to 39%. Grew revenue at 9% year-over-year during 2012–2015.
- Achieved 95% of project completion within 7 months – 2 years ahead of schedule – at cost of only \$2M (\$4M had been budgeted).

- Incorporated customer feedback into GD's pricing models. Personally communicated with all key customers and introduced Net Promoter Score – which turned critics into enthusiastic promoters of GD.

TEXAS HEALTH RESOURCES (THR), Dallas, TX
July 2009–Nov 2012

Network of hospitals in North Texas / One of the largest faith-based, nonprofit health systems in USA / 21,000 employees.

Vice President and CTO | Executive Member of the Board

Soon after leaving GE, THR's Board asked me to transform their existing culture into a culture similar to GE's. THR had already attempted two transformations, but both attempts had failed and THR's problems were accelerating. I completed the transformation 2 years ahead of plan and delivered every KPI as promised.

CHALLENGE: THR stopped growing, complaints and litigation were skyrocketing, and costs were increasing out of control. The Board faced many complaints and the tech organization had fragmented into "silos." Employees felt threatened as job satisfaction spiraled downward, and 2 attempted turnarounds had failed.

TECHNOLOGY TRANSFORMATION: Improved the doctor-&-patient experience by deploying EPIC – software designed for health orgs – at 15 hospitals & 800 clinics. Introduced population-health dashboards & metrics.

- Within 120 days, migrated data centers – 3000 servers and 900 apps – from hospital basements to cloud. Within 90 days, deployed "Success Factors" – a cloud-based human capital management (HCM) program.
- Improved productivity for physicians and doctors by deploying 22 mobile apps onto an integrated platform.
- Implemented Six Sigma for all 40,000 employees, which improved the experience for patients. Launched Gov't Risk & Compliance (GRC) function, which aligned Chief Compliance Officer with Customer Service.

RESULTS: Transformed THR's culture & employee morale: Numerous hospital-ratings firms reviewed THR favorably. During 2015–2016, THR achieved ranking as #46 in the *Fortune 100 Best Companies to Work For*.

- Saved \$9M in first year and \$6M in second year by cutting personnel costs via offshoring-and-outsourcing.
- Transformed the THR organization into a "self-sustaining growth engine" – analogous to the GE model.

GENERAL ELECTRIC CORPORATION, Fairfield, CT
Jan 2005–Feb 2009**VP of Enterprise Systems**

Transitioned from role as Sun Consultant – advising GE leaders at CIO & CEO level – to fulltime GE employee. During 4 years at GE, completed 35+ multi-country projects, built a 37-person team – starting from scratch – and managed a \$40 million budget. Led Enterprise Architecture Group and product-development teams.

ELITE ELDP PROGRAM (2005–2007): Advanced through GE's Executive Leadership Development Program, consisting of intense academic study in Crotonville, NY and MIT; multi-tasking – running up to 8 projects concurrently during 2005–2009; and 3 six-month rotations across GE Corp HQ, GE Capital, GE Consumer Finance & NBC Universal.

- **Consolidated Shared Services (Corp HQ):** Designed an architecture that consolidated shared services across the global GE enterprise, including: HR, finance, payroll, benefits, warehouse, logistics and invoicing. Replaced numerous legacy systems (PeopleSoft, Oracle) with SAP.
 - ✓ Completed the architecture phase in 3 months – 15 months ahead of schedule.
 - ✓ Completed implementation phase in 1.5 years – 2.5 years ahead of schedule.
- **Created Digital Asset Management, a prerequisite for Hulu:** Selected to design and build GE's DAM system – starting from scratch – which enabled iTunes to sell NBC content directly to individuals. Negotiated contract with Apple and integrated with iTunes (NBC provided first content used by Apple iTunes)
- **Consolidated Data Warehouses (Corp HQ):** Led consolidation of warehousing capabilities for commercial and consumer finance, NBC Universal, and GE Healthcare.

SUN MICROSYSTEMS, New York, NY and Fairfield, CT
July 2000–Oct 2004**Chief Architect and VP of Professional Services**

Initially engaged with Sun as a consultant (via Pinpoint, 1999). Joined Sun fulltime in July 2000 and continued working on projects for Bank of America, Citibank, JC Penny, Telestra and many other fortune 50 clients. Soon after the events of 9-11-2001, reassigned to projects with General Electric. Relocated to Fairfield, CT – near GE World HQ – and established credibility as an advisor to GE executives at business unit CIO level. Exceeded all goals & revenue targets for Sun.

SCOPE: During 2000–2004, managed \$189 million budget & led a 300-person team (150 assigned to GE).

- **MIT-RFID Project (2002–2003):** Handpicked by Scott McNealy (Sun CEO) and Bill Joy (Sun Co-Founder) to lead a SUN-MIT research team at MIT’s “Auto-ID Lab.” The 200-person team invented disruptive RFID technology that evolved into a billion-dollar industry.
 - ✓ **Nine-Month Project:** Developed radio-frequency-ID (RFID) technology that was widely adopted by a consortium of top Fortune 100 companies including P&G, Unilever, and Walmart.
 - ✓ **\$150 Million:** RFID project ultimately generated \$150 million recurring revenue for Sun.
- **Finance Projects:** During 2000–2001, led technology initiatives at wall street banks and Fortune 50 companies such as BoA, Citibank, Telestra, JC Penny, GE Capital, and Telestra.
 - ✓ Led architecture and deployment of financial trading systems – Global Funds Transfer via Electronic Banking and SWIFT. Designed a system to move USD worldwide with same-day availability.
- **GE – Various Projects:** Led as a trusted architecture advisor for GE’s global enterprise-wide web portal. In East Europe, led consolidation projects for various GE systems and data warehouses.
- **GE – Cloud Computing:** Saved \$100 million annually for GE Money, a bank and integrated financial system that operated only outside USA. Cut infrastructure costs via mass consolidation of DCs.
 - ✓ Directed construction of new data centers – literally from the ground up – including facilities and civil works in 10 cities worldwide. Led multiple system integration projects for Fortune 50 partners.
 - ✓ Rolled out GE’s first cloud-computing project. Built the very first “stateless machines” – basis of modern cloud computing – called Network Computing by Sun (“the network is the computer”).

EARLY EXPERIENCE (1993–2000)

PINPOINT CONSULTING, Charlotte NC and NYC (July 1998–July 2000), Chief Technology Officer: Led team of 40 ERP experts – implementing Oracle 11i – delivered enterprise projects for Bank of America (Nations Bank), Citibank, & Telestra. Assigned to Sun financial projects on Wall Street and relocated to downtown NYC.

BELL LABS / LUCENT TECHNOLOGIES, Naperville, IL (June 1996–June 1998), Consultant: Developed Java apps for Discover Card (6 months). For Bell Labs (18 months), developed new architecture – wrote apps in C and Unix for telco switches (SSPs) – that paved the way for next generation of toll-free numbers (866, 877).

INDIAN INSTITUTE OF TECHNOLOGY (IIT), Bombay, India (June 1993–June 1996), Research Associate in Quantum Sciences: Wrote an app that calculates how efficiently a particular protein is absorbed by the body.

EDUCATION | PROFESSIONAL DEVELOPMENT | EXTRACURRICULAR

Master’s Degree in Quantum Sciences – INDIAN INSTITUTE OF TECHNOLOGY, Bombay, India (1993)

Coursework for MS in Computer Science (90% Complete), STANFORD UNIVERSITY (2001–2002)
Sponsored by Sun Microsystems – 70% fulltime student – put MS on hold after relocation to NYC

General Electric, Executive Leadership Development Program (ELDP), Crotonville, NY (2004–2006)

Business Management Courses from Harvard Business School (Ongoing)

Instrument-Rated Pilot | Sky Diver (over 1000 jumps) | Mountain Climber: Since 2014, actively preparing for My Ultimate Personal Challenge – an Expedition to Climb Mount Everest during April–June 2018