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# FRANCOIS VAN SCHOOR

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## PROFILE

A true global C-LEVEL EXECUTIVE having lived and worked on nearly every continent on the globe. Equally experienced in start-up operations, as well as larger fast-growth organizations; be it local or global. Well versed in technology and software operations with extensive experience in financial technology (fintech), specifically in payments and the security domains. Extensive P&L and operational experience with a matching track record of success in rapid Revenue Growth and EBITDA Margin expansion.

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## CAREER HIGHLIGHTS

- **Leadership** – Numerous leadership roles over the last 15+ years, most notably being Divisional President and member of the Executive Management Team of a publicly-traded multinational (\$250M in revenue; 1,400 employees globally). More than doubled the flailing company's share price and did nearly the same for profitability during the 5-year period in control; despite the global economic crisis. Successfully sold the company for +\$600M.
  - **Strategy** – Responsible for overall strategic direction in numerous roles, be it start-ups or larger established entities. Most notably, the refocusing and reorganization of a major division of a publicly-traded company to expand, via organic growth and M&A, to become a truly global division with regional operations on all continents, serving more than 400 corporate clients (financial institutions, retailers, networks, processors, and telco's) in 60 countries globally.
  - **Operations** – Full P&L control of a division (one of three) of a publicly-traded multinational. Steered this division to become the most profitable and fastest growing division within the organization, contributing to nearly a third of the company's overall revenue and close to 60% of the profits. This division eventually numbered nearly 600 employees and entailed a number of free-standing regional operations across the globe, as well as several outsource centers.
  - **Global experience** – Lived in South Africa, Australia, Singapore and now the US. Travelled and conducted business in most of the countries in Asia (including China), Europe, the Middle East, North and South America, as well as Africa. Access to an extensive international network.
  - **Start-Ups** – Played a leading role in two separate start-ups with one ultimately becoming the world's premier payments software solutions provider.
  - **Fundraising and M&A** – Involved in numerous fundraising exercises and M&A activities over the years, the most notable being the successful sales of a publicly-traded company to a competitor for in excess of \$600M.
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## CAREER HISTORY

### DEEP BLUE VENTURES

2015 to present

Deep Blue Ventures is an Atlanta-based niche advisory firm providing services to organizations specializing in financial technology, or organizations considering equity investments in financial technology firms.

➤ CEO • Atlanta

Nov 2015 to present

Typical engagements range from strategic planning for high-growth companies; companies looking to expand internationally; foreign entities wanting to enter the US market; mentoring start-ups; to angel investing.

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### ENTERSEKT

2012 to 2015

Entersekt is a South African start-up with a highly innovative transaction authentication solution aimed at preventing online fraud at financial institutions. In a very short space of time the company has come to dominate the South African financial services market and is now in the process of expanding internationally.

➤ President - Global Business Development • Atlanta

Oct 2012 to Sep 2015

Member of the company's Executive Management Team. Full P&L responsibility. Tasked with the formulation and execution of the company's global expansion. Key milestones achieved:

- Formulated the company's overall go-market strategy and positioning for global expansion
- Aligned all business units inside the company (i.e. product development, R&D, marketing, sales etc.) to support the global expansion strategy
- Established a new internal marketing team and the relationships with an external media company, as well as industry analysts to support the global expansion
- Established and staffed business development centers in the US (Atlanta and San Francisco), South (Johannesburg) and Europe (Amsterdam)
- Successfully entered the European and North American markets with 2 financial services customers in Europe and 1 in the USA

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### S1 CORPORATION

2005 to 2012

S1 Corporation (NASDAQ: SONE; Market Capitalization: +\$500M; Employees: 1,400 globally) has been a leading provider of enterprise software solutions primarily to the financial services industry globally. The company was successfully sold to a competitor (ACI Worldwide) in early-2012.

➤ Divisional President – Payments Global • Atlanta

Jan 2009 to Feb 2012

As Divisional President with complete strategic, product and P&L control of Payments Global (one of the three divisions comprising S1), achieved the following major milestones:

- Steered the division to become the most profitable and fastest growing division within S1 Corporation.
- By end-2011 this division contributed 31% of the company's overall revenue (15% in 2006) and nearly 60% of the company's profits on an EBITDA-level (38% in 2006). The compounded annual growth rates for Revenue and EBITDA over the 5-year period were 23% and 32% per annum respectively; this despite the global economic crisis

- Expanded the division via organic growth and M&A to become a truly global division with regional operations on all continents, with offices in South and North America, the UK, the Middle East, India, Singapore, Australia and South Africa.
- By early-2012 nearly 600 employees were serving more than 400 corporate clients (financial institutions, retailers, networks, processors, and telco's) in 60 countries globally

➤ **Executive Management Team** • Atlanta

Jan 2007 to Feb 2012

Became a member of the S1 Executive Management Team with the appointment of a new CEO to revitalize the underperforming company. Key milestones achieved as member of the Executive Management Team:

- More than doubled the company's share price during the 5-year period in control, despite the global economic crisis. As reference, during this time the NASDAQ Composite Index increased by 26%, while the company's major competitor increased its share price by less than 10%
- Nearly doubled the company's profitability during the same period by increasing the EBITDA-margin from 7.5% to 14.6%
- Successfully sold the company to a major competitor in February 2012 for \$602 million

➤ **SVP & General Manager – Payments International** • Singapore & Atlanta

Dec 2006 to Dec 2008

Assumed overall strategic and P&L control of all S1's Payments operations in Europe, the Middle East, Asia-Pacific and Africa with the view to create a coherent international Payments business unit. Based on the success of this initiative, this role was expanded in mid-2008 to include the operations in North- and South America to form a truly global Payments business division. This newly formed division grew revenue by 63% within the first 24 months (FY2007/2008) and increased profitability by more than 200% on an EBITDA-level. This success was based on the following strategic and operational initiatives:

- Established a global long-range strategic plan with the associated financial and operational metrics for each regional operation
- Established a new product R&D strategy to support the global strategy which in turn led to a complete reorganization of the Product Development and Engineering Groups
- Established a global marketing strategy to underpin the global strategic initiatives. Reorganized the marketing organization and the associated activities globally
- Removed overhead from high-cost territories by establishing an International Delivery Team in low-cost territories (South Africa & India) to be used as development and implementation teams to be deployed anywhere in the world on short notice.
- Similarly, established an International Support Team (again in South Africa) to provide remote support to a significant number of international clients. Both these initiatives resulted in significant cost savings and increased customer satisfaction

➤ **VP & General Manager – Asia-Pacific** • Singapore

Jun 2005 to Nov 2006

Relocated to Singapore following the acquisition of Mosaic Software by S1 Corporation (see below) to ultimately take control of S1 Corporation's diverse Asia-Pacific operations, extending from South-East to Northern Asia. Engineered the turn-around of this underperforming business unit by establishing a new operational team with a renewed focus on customer satisfaction, product quality and profitability. Within 18 months the following milestones were achieved:

- Led the successful sale of the company's operations in China (based in Beijing, Shanghai and Hong Kong) and in turn established strategic relationships/alliances for future business in the Chinese market
- Returned the business unit to profitability by end-2005
- Improved AR (accounts receivable) from 360+ days down to 60 days

- Exceeded revenue targets for 2006 by more than 100%, as well as established a revenue pipeline that ensured +100% growth in 2007

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## **MOSAIC SOFTWARE**

**1997 to 2005**

Mosaic Software came into being as a start-up venture in South Africa and in less than a decade grew to become a global player within the Payments arena. In late-2004 S1 Corporation acquired Mosaic Software, and the company's operations and products eventually became an independent division inside S1 as detailed in the aforementioned sections.

➤ **General Manager – Asia-Pacific** • Melbourne, Australia **Jan 2001 to May 2005**

Established the company's Asia-Pacific division from the ground up in 2001 and assumed overall strategic and P&L control of all activities in the Asia-Pacific region. Key milestones achieved:

- Established the Melbourne office in 2001 as a self-sustaining business unit (product development, implementation and support teams, as well as business development). This was followed by a regional office in Singapore in 2003
- Achieved break-even within 24 months from start-up and after 5 years contributed to approximately 10% of the company's global revenue
- Established a direct sales force as well as an indirect distributor network in a number of South East Asian territories resulting in clients in 10 separate Asian countries

➤ **General Manager – Africa** • Cape Town, South Africa **Jan 1997 to Dec 2000**

Established the formal structure for the Africa division with its own development, implementation and support teams, as well as a direct business development team and an African reseller network. Key milestones achieved:

- Achieved a consolidated average growth rate in excess of 50% per annum during the 4 years in this role
- Steered this business unit to become the predominant payment solution provider in Southern Africa for financial institutions, retailers and telecom providers, all at the expense of established competitors

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## **EDUCATION**

- Master of Business Administration (MBA) • University of Cape Town • South Africa
  - Management Program for Financial Analysts • University of Stellenbosch • South Africa
  - Management Development Program • University of Stellenbosch • South Africa
  - Bachelor of Engineering (B.Eng.) • University of Stellenbosch • South Africa
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