Kendall W Miller
Chief Technology Officer

Senior Executive with over 25 years of experience, having served as CIO, CTO, COO, and CEO. Tenacious mission-oriented leader that seeks out challenges and solves them.

Career Highlights

- Created SaaS products from zero to ongoing profitability.

- Managed company-wide budgets, including board presentations and approvals.

- Advised on M&A transactions for both buyers and sellers.

- Rescued Key Customer Relationships, culminating in the successful recompete of a must-win contract.

- Restructured company using a matrix model for faster, more profitable solution delivery.

- Defined and led multi-year SaaS platform modernization & unification initiative.

- Migrated company to cloud-native hosting (Microsoft Azure), reducing cost & improving security.

- Defined and led Governance, Risk, and Compliance Initiative for a Legal Services company.

- Transitioned Legal Services company to all remote, eliminating offices & improving workflow.

Key Qualities & Skillsets

Strategic Leadership	Stakeholder Management
Technical Expertise & Innovation	Customer & Revenue Growth
Crisis Management	Process Management
Product Development	Cloud-native Distributed Systems
Team Leadership & Development	Public Presentations

What I Do

Building and Leading Teams that Deliver

Combining strategic vision, experience, and a hands-on leadership style to forge high-functioning teams and processes that last.

Bridging the Business / Technology Divide

Collaborating with company leaders, investors, and clients to define, evangelize, and deliver a product vision through technology.

Creating Lasting Value

Partner within the organization to catalyze innovative products, services, and processes that enhance brands and increase long-term valuation.

Contact

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File & ServeXpress, LLC (Legal Industry B2B & B2G SaaS)   **November 2019 – June 2023**
Chief Operating Officer & Chief Technology Officer (January 2021 – June 2023)
Chief Technology Officer (November 2019 – December 2020)

Reporting to the CEO, led the Customer Service, Marketing, Product Development, and IT teams. Established an end-to-end product management process to ensure our SaaS platform delivered for current customers, new prospects, and our growth objectives. Oversaw daily operations including financial and service delivery.

Responsible for creating & maintaining company-wide budgets, including co-presenting with the CEO to the Private Equity board. Prepared & presented company results and challenges at monthly board meetings.

Executive Leadership Achievements

- Reversed declining revenue trend, **increasing top-line revenue by 16%** despite COVID losses. Major gains came from new product offerings, decreased customer attrition, and market share gains in competitive markets.

- Established and **achieved company goals and budgets** aligned with Private Equity ownership growth objectives and timelines.

- **Rebuilt revenue tracking model** to emphasize the components of long-term contracts, subscriptions, and transactional revenue components. Implemented fully automated Power BI dashboards for internal and external (Private Equity) revenue analysis – eliminating latency, manual effort, and frequent misunderstandings caused by a lack of drill-in, contextual data.

- Restructured the company as a matrixed technology delivery company with separate teams specializing in B2G and B2B customers, tailoring response times to each market and **lowering client services costs by 12%**.

- Established data-driven continuous improvement programs including customer engagement teams focused on rapidly identifying and executing innovation opportunities. In the first year, **delivery times were reduced by 30%,** and top-line revenue improved by an additional 2%.

Technical Leadership Achievements

- Transitioned customer platforms from self-hosted to cloud (MS Azure), adopting PaaS options to eliminate 98% of administered virtual machines and associated overhead costs while **improving customer-perceived performance by 35%** and availability from 99% to 99.97% of core business hours.

- Defined and led platform transformation for the core business system from legacy technology to a modern business service architecture through incremental stages without disrupting their operations, **reducing application hosting expenses by 25%**.

- Contributed to the OASIS LegalXML Electronic Court Filing (ECF) specification, collaborating with other committee members to extend the specification with new security and bulk processing options.

- **Directed recovery from a major ransomware incident**, managing direct communication with customers, and disaster recovery operations to rebuild entire infrastructure and restore services in four business days. Managed cyber forensic investigation to determine if a Data Breach had occurred and validate our plans for preventing a future occurrence.

Gibraltar Software, Inc.   **January 2008 – Current**
Chief Executive Officer (April 2012 – Current)
Founder / Chief Technology Officer (January 2008 – March 2012)

Co-founded a self-funded technology startup split between two software products and contract software development services for business-critical systems. As the organization matured, personally provided technology strategy consulting.

Strategic Consulting

- **Acquisition Advisor to Private Equity** firms on transactions in the Legal Services space.

- Created & Initiated a technology roadmap for a market-leading industrial eCommerce vendor, **improving product response time while lowering cost and delivery timeline** for new capabilities.

- Led **AI & Machine Learning Proof-of-Concept projects** for legal services, spawning two product offerings.

Executive Leadership Achievements

- Collaborated with consulting customers to identify a product niche within the Application Performance Monitoring (APM) market, then led the team to create and launch a Minimum Viable Product (Loupe).

- Consistently **profitable with high customer retention** in a highly competitive marketplace.

- Balanced revenue and effort between consulting and product development to bootstrap startup, **growing the business 20% per year** for its first 10 years.

- **Acquired embedded database product** (VistaDB) and built a team to maintain and market it.

- **Sold consulting business** to a key consulting customer, retaining self-supporting product business lines.

- **Built product marketing discipline** including directing subject matter experts to create long-tail content to drive interest, introducing marketing automation to drive customer conversion, and developing an in-person conference engagement strategy.

Technical Leadership Achievements

- Created and led a team that **created a software product (Loupe) from scratch**, a cloud-first multi-tenant SaaS product used by major financial and healthcare institutions, specialist engineering teams (including one Formula1 team), and more.

- Evolved Loupe from a licensed desktop sales model to a Software-as-a-Service subscription model, building a **multi-region, Azure-native solution** by 2014, sustaining 10TB/Day of data ingestion.

- Expanded products to include **open and closed source components for multiple technology platforms**, complete with documentation and test & deployment automation.

- Led multiple consulting projects with **significant technical complexity and scale**, typically composed of teams from multiple vendors and the customer.

Benelogic, LLC. (Healthcare Industry B2B SaaS)   **April 2000 – December 2007**
Chief Information Officer (January 2001 – December 2007)
Principal Architect (April 2000 – December 2000)

Principal technologist brought into a benefits administration startup that had to deliver a configuration-driven web benefits administration platform in 120 days, or the startup would fail. Successfully sequenced functionality to deliver the web experience needed for internal & external customers and implemented data exchange systems so tens of thousands of employees received their benefits on time.

Hired as the permanent CIO reporting to the CEO. Responsible for Product Development, IT Operations, and Systems Integration (responsible for daily data exchange with customers and vendors).

<div align="center">Executive Leadership Achievements</div>

- **Hands-on leadership** of all company technology from its initial startup to sustained profitability with over 15 million in annual revenue from technology services.

- **Managed technology staffing and budgeting** with a day-one contractor team for all IT & software development needs, then transitioned to a long-term, sustainable balance of employees and contractors.

- Established success criteria for processes and procedures and worked with the team members to continuously improve configurations management and development processes to ensure the teams delivered the best results consistently over time.

- Collaborated with the CEO and COO to drive business strategy at the corporate level. **Interim Chief Operating Officer** for four months.

- Collaborated with the VP of Sales and CEO during large account sales, **demonstrating the system to our largest prospects**, emphasizing the depth of our technical expertise and ability to deliver on our commitments.

<div align="center">Technical Leadership Achievements</div>

- Directly lead development, **participating in all aspects of coding & delivery**, of initial SaaS product in under 120 days from project start to first production customer use at scale.

- Developed a specialized version of the core product to support Wal-Mart, handling benefits administration of over 1.3 million employees enrolling over 14 days, **a record in the industry** at that time.

- Created product delivery cadence of four updates per year with automated build, testing, and deployment – before CI/CD became an industry concept.

- **Principal architect of the system**, overseeing its expansion from inception to over 1.5 million lines of code, 220 SQL tables, and a state-of-the-art SOA business transaction layer.

- **Led IT operations team to build hosting environment**, scaling from six servers and one rack in year one to up to 60 physical servers, an extended SAN with several storage arrays, and fully redundant high-performance network, firewalls, hardware load balancing hardware.

John Deere Information Systems   **September 1995 – April 2000**
Product Manager (September 1998 – April 2000)
Systems Architect (September 1996 – August 1998)
Contract Systems Architect (September 1995 – August 1996)

Provided technical architecture experience to a cross-functional team at John Deere on IT architecture for their US and worldwide network of dealerships.

Created and led the Infrastructure Software Group, which was responsible for designing, developing, and supporting software that supported other John Deere business systems.

Education

Bachelor of Science in Computer Engineering
University of Illinois Urbana-Champaign, Urbana, IL