

DOUGLAS O. SMITH

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CHIEF INFORMATION & TECHNOLOGY/MANAGEMENT LEADER

I am an aggressive, driven leader senior executive and technologist with Private & Public Company experience delivering technology enabled business solutions. Demonstrable ability delivering value for multiple fortune 500 companies, and major International clients. Significant experience building consensus across Business & IT leadership, forging strategic ecosystem partnerships with leading SaaS & PaaS companies, overcoming organizational immune systems to shape, pilot and execute at scale successful journeys to use technology to drive business value.

Proven skills in various business environments including complex mergers/acquisitions and turnaround situations, Aerospace & Defense, Financial Services, Retail and Manufacturing. Area of focus includes setting Transformation Strategy, Operating Model Strategy, Application Rationalization/Modernization, Enterprise Architecture, Agile Delivery, Platform Modernization using emerging technologies.

Driven tangible value through Operating Model alignment, Platform Modernization, increased workforce engagement & productivity through Agile adoption, cost takeout through automation and orchestration of manual processes, cycle-time efficiencies, and CSAT/NPS improvements.

This experience enables me to thoughtfully address broad aspects of major change programs required to achieve growth, innovation and disruption. In my current role leading Technology Advisory Services in our CxO practice. Most of our clients are not “digital natives” and I provide coaching and strategies to accelerate to match pace given legacy architectures, investments, and skills.

AREAS OF EXPERTISE

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|---------------------------------|--------------------------------|--------------------------|
| ▪ Value Realization | ▪ Enterprise Architecture | ▪ Agile Delivery |
| ▪ Operating Model Strategy | ▪ Infrastructure Modernization | ▪ Reengineering |
| ▪ Technology Strategic Planning | ▪ Blockchain Strategy | ▪ IT M&A (Due Diligence) |
| ▪ IT Governance | ▪ Platform Modernization | ▪ Predictive Analytics |
| ▪ Business Intelligence | ▪ Digital Transformation | ▪ Quality Assurance |

QUALIFICATION HIGHLIGHTS

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|--|---|
| ▪ Designed multi-year digital strategy for leading Marketing and Communication company | ▪ Chaired several IT leadership forums between business units and Technology -- Drove thought leadership and cross-business unit collaboration |
| ▪ Identified and drove large-scale technology transformation initiatives across multiple business units | ▪ Produced technology growth strategies that were the catalyst for retaining \$17M in documents on demand business and projected \$40M in new sales for a marketing and communications business |
| ▪ Managed International IT strategic planning and development efforts across Asia, Europe, and North America for Pan-European Organization | ▪ Created cloud-based digital content delivery platform that embedded collaboration and digital rights management capabilities into personalized |
| ▪ Established Information Technology governance processes - ensuring standards, and policies aligned to business strategy and architecture | ▪ Established Global Service Delivery framework (Vendor Management, Offshoring) |
| ▪ Implemented data ingestion, cleansing, aggregation, and storage platform | ▪ Facilitated creation of technology roadmaps for major financial printing company |

ESSENTIAL SKILLS ASSESSMENT

OPERATIONS MANAGEMENT – Oversaw large-scale Global Technology initiatives in Europe, Asia, Middle East, and North America; piloted functions in corporate systems, applications development, business intelligence, IT security, infrastructure, client-facing systems, client success, and enterprise architecture

PROJECT MANAGEMENT – Led migration from multiple ERP solutions to single global ERP instance to achieve greater inventory accuracy, improved revenue recognition, and accelerated financial reconciliation process; launched program management office to deliver global technology solutions

STAFF DEVELOPMENT – Launched successful professional development program for technology staff; mentored IT leadership to achieve 12% increase in productivity and 92% internal customer satisfaction results

TECHNOLOGY MANAGEMENT – Optimized time-to-market efficiencies, spearheaded IT governance programs, initiated key metrics reporting for senior management, and chaired technology leadership forums

PROFESSIONAL EXPERIENCE

ACCENTURE , ATLANTA, GA

2016 – PRESENT

SENIOR MANAGER – EMERGING TECHNOLOGY STRATEGY & ARCHITECTURE

Responsible for advising CxO's on operating model changes required to accelerate business and technology value. Manage diverse teams across Infrastructure Services, IT Strategy, and Enterprise Architecture to design unique customer experiences, and innovative solutions while ensuring technology roadmaps support an organizations business capabilities. Primary focus is on Operating Model Strategy, Modernization, Infrastructure Services and Journey to Cloud road mapping. Drive go to market strategy for our teams performing M&A and Large Digital Transformation initiatives (e.g. machine learning, artificial intelligence, IIOT, Blockchain and cognitive computing).

Aerospace & Defense Client

Modernized clients M&A playbook to accelerate pre-due diligence assessments, day 1 integration planning and post merger operating model changes. Playbook focused on “how to use the cloud for accelerating infrastructure integration, capturing application level log data during due diligence to build an application health index”. Proof of concept was developed using ServiceNow and Splunk.

Assisted major A&D customer design and delivery a second century Infrastructure Strategy for delivering “Cloud Native Applications” on Microsoft Azure, Pivotal, ServiceNow and OpenStack. Removed ~\$200M in Infrastructure costs. Formulated roadmap for an Intelligent Infrastructure (Predictive Analytics to improve service quality and identify single points of failure, redesign ITSM and ITOM capabilities, Created new Operating Model around Platform Reliability Engineering discipline)

Increased service quality and business agility in the Infrastructure Operations, identified governance gaps and areas to introduce agile principles to increase operational agility during the application delivery cycle, moved 10% of staff to higher valued roles (e.g. Automation, Orchestration, IT Operations Management, M2M Learning).

Investigating where Block chain technology can improve Product Lifecycle Management Process and aide in tracking parts and inventory between A&D customer and suppliers.

Revamped End User Information Services Operating Model structure, Mobility Strategy, Enhanced Self Service Catalog, Recommended Mobile Device Management and TEM integration strategy on top of ServiceNow. Driving initial efforts to eliminate 23% waste through adoption of automation and orchestration methods.

Implementation plan on using wearables (HaloLens, Google Glass), Conference Room of the future, Collaboration (Skype, Spark, etc.), IOT (Machine to Machine) communication strategy and Edge computing concerns.

Framework for using Scaled Agile Team and Program Level across Global Infrastructure to improve speed of delivery and innovation

SENIOR VICE PRESIDENT – TECHNOLOGY

Responsible for delivering IT Strategy, Transformation, IT Road mapping and Application Delivery solutions to clients in Government, Financial Services, and Energy & Transportation field.

Customer– Financial Services Firm (Transfer Agency with Equity Plan Services Capabilities)

Leading IT Transformation and IT Optimization efforts. Right-sizing technology team for growth, evaluating Platform as a Service frameworks, developing roadmaps for software-defined data center technology, consolidating vendors, phasing in DevOps operating model, driving down infrastructure and application development costs. Created Block chain technology strategy (Distributed ledger capabilities).

Customer - Electrical Engineering and Electrical Contracting Firm

Assisted customer in M&A of a 275-person electrical engineering and contracting firm delivering power system, substation/transformer, conveyor system, and control system implementations across the United States. Performed interim SVP & CIO services until management team was in place. Directed business development, project controls, technology, and human resources. Oversight of \$25M P&L, M&A activities, and 5-year growth strategy.

- Evaluated organizationally-challenged IT and Operations team; implement corrective action focused on overall performance improvement, establish repeatable processes/procedures, and execute plan against corporate vision and business goals using aggressive acquisition and divestiture strategy
- Developed go-to-market electrical service capabilities: AIS/GIS substation turnkey delivery model, and conveyor (mechanical and baggage handling) systems
- Worked with the key business partner to understand and design remote Micro/Smart Grid product offering business case.

Developed internal Smart Grid product offering along with recommended technology roadmap covering:

- Business Intelligence
- Predictive Analytics using neural networks as a learning engine
- Big Data repository for capturing the following data weather, energy audit, power consumption
- Business Rule Engine for SLA enforcement

BETTER WORLD BOOKS, ALPHARETTA, GA 2012 – 2013**CHIEF INFORMATION OFFICER**

Responsible for technology leadership, strategy, innovation, and direction; piloted Digital eBook Strategy and Commerce/Marketplace integration efforts with Amazon, eBay, Barnes & Noble, and multiple international marketplaces. Managed marketplace pricing, analytics, and technical architecture for eBook offerings. Implemented two core themes (Service Quality, Business Growth) in less than one year. Recruited to transition long-term, IT Shared Services strategy into a consumerized offering, drove innovative thinking and implemented new processes through a Digital Transformation Journey Map.

- Analyzed ERP consolidation roadmap; documented and reengineered business processes across three inventory control systems and two order entry systems; simplified "orders to cash" methods
- Reduced labor costs \$1.1M across service-focused organization; grew four lean practitioners and increased executive presence of direct reports with 300+ leadership training hours
- Achieved 99.98% reduction of service defect resolution rate; improved application delivery timeframes to gain \$700K in infrastructure costs
- Created Digital Customer Framework to drive "Digitalization" of business (DCF) for Web and Mobile
- Improved Service Quality by 18% by establishing Enterprise Governance processes
- Engineered five-year strategic road maps instrumental to executive team IT planning; addressed replacement need risks for end-of-life infrastructures
- Developed SOA platform (12 core services) for delivering content to 3rd party marketplaces; integrated orders via 3rd party marketplaces into ERP system
- Conceived predictive analytics team to improve buy decisions and optimize pricing strategies across 53 online marketplaces leveraging a Big Data repository
- Reduced Technology Infrastructure OPEX by 38%; launched virtualization solutions with 88% better recovery performance, decreased facility/cooling costs, upgraded data centers without adding space/staff, and eliminated \$700K in costs

VICE PRESIDENT, GLOBAL TECHNOLOGY

Directed overall technology global delivery model, application development, technology leadership, digital strategy, and customer-facing platforms for 388 technology resources across North America, Europe, and Asia, with \$110M technology budget and \$65M CAPEX. Advise senior leadership on adoption of content management, portals, collaboration, mobile and other Internet 2.0 platforms using leading open source products. Established identity management, service-oriented architecture, document management, and enterprise engineering efforts within financial services and marketing and communications business units.

- Created six-staged SOA (Service Oriented Architecture) framework; leveraged standard set of design and build patterns to reduce application coding and improve client service quality
- Lowered OPEX (17%) and CAPEX costs (22%) via continuous IT reengineering strategy; launched platform consolidation and application retirement effort to achieve \$3.5M in IT OPEX reductions
- Defined digital print platform with multi-channel content distribution capability (digital print platform served as foundation (PaaS) for newly-developed digital client applications)
- Unveiled IaaS (Infrastructure as a Service) for core client-facing systems; reduced infrastructure growth by 62%
- Designed 3-year digital strategy framework to support Marketing and Communications \$47M business unit growth strategy
- Ensure support of social media, e-commerce 2.0, data management, business intelligence, campaign management, analytics, CRM, mobile, digital rights management, and collaboration efforts
- 1 of 5 Inventors of a patent on Digital Content Delivery (**US 20130254897 A1**)

CHEMSTATION, ATLANTA, GA**2006 – 2009****CHIEF INFORMATION OFFICER/CTO (INTERIM)**

Served as CIO/CTO for Industrial Chemical Manufacturer with 190+ clients in Southeast USA. Accountable for Technology Executive Leadership, IT planning, relationship management, program/project delivery, outsourcing, regulatory compliance, implementation and support services. Managed critical IT investments: ERP, Inventory Control, Warehouse Management Software, and Sales Force Automation.

- Advanced new business with ERP capabilities (including 100% raw material to finished part traceability) to obtain key industry credentials (Green Product Certifications, etc.)
- Reduced Inventory Costs 18% through ERP Implementation (orders to cash)
- Increased product level revenues 8% through inventory control process implementation
- Launched automation of sales force process to increase client contact and core sales data sharing
- Enabled remote access to sales, warehouse, and customer delivery information; increased warehouse productivity, reduced inventory holding costs, and improved supply chain process
- Developed platform to monitor regulatory compliance and ensure environmental compliance

D&B, NEW YORK CITY, NY**2004 – 2006****VICE PRESIDENT OF GLOBAL TECHNOLOGY STRATEGY**

Maintained budget within 4% of corporate revenues and reduced global technology costs by \$49M (18%). Managed BU technology budget of \$147M; maintained budget within 2.9% of plan and reduced costs by \$12M (8%). Negotiated Global Professional Master Services Agreement and achieved net 15% reduction in ongoing professional services fees (\$2M in ongoing annual support and maintenance costs).

- Instituted reengineering governance process to facilitate consistent project execution and accountability
- Spearheaded 5-year technology strategy leveraging Services Oriented Architecture to enable revenue growth of 11% annually
- Engineered SOA strategy to reduce the number of databases from 680 to 110; consolidated product offerings onto integrated set of applications
- Revamped architecture governance process to facilitate top-line revenue growth; led multiple reengineering efforts resulting in \$49.0M and \$12M in annualized savings respectively
- Enhanced development onshore/offshore ratio from 1:3.7 to 1:10; reduced service quality defects by 19%
- Drove results-oriented team structure with high winning culture results (92% business satisfaction rate)
- Headed global program management offices covering business system redesign and IT re-engineering

1E EUROPE LTD, LONDON, ENGLAND

2001 – 2004

VICE PRESIDENT OF EBUSINESS & TECHNOLOGY INTEGRATION

Managed commerce (B2C/B2B), technology integration leadership activities across eight countries (France, United Kingdom, Spain, Denmark, Germany, Netherlands, Belgium, and Switzerland). Led rollout and integration of relationship management, content management, procurement, engagement management, supply chain management, and pervasive computing best practices. Identified opportunities to drive revenue and increase market penetration. Led conversations with the press, industry leaders, clients, and executive board members regarding emerging technologies and trends across Europe. Outlined infrastructure, enterprise architecture direction, and IT strategy for operating companies and their customers.

- Directed M&A IT due diligence across 8 European organizations and communicated findings to Board of Directors and Senior Executives; guided business units in technology use to maximize profits, productivity, and service
- Developed and managed standards, information, knowledge, architecture, and infrastructure strategy; employed hands-on experience in procurement, portal technology, content management, mobility, application/the web and messaging server technology
- Advised 500+ IT employees with five direct reports; mentored business units on B2B marketplaces, CRM, SRM, governance, knowledge management, and enterprise architectures

MCKINSEY & COMPANY, NEW YORK, NY

1998 – 2001

SENIOR MANAGER

Recruited to design, encapsulate, construct, and integrate firm-wide knowledge into knowledge management system to increase global use of professional material and resources. Hands on involvement in defining, and re-designing business processes around knowledge management. Developed several strategies outlining appropriate infrastructure, and technical architecture changes required for Global sharing of information.

- Directed a diverse team of project managers, knowledge experts, and technology specialist
- Presented fundamental technology changes, opportunities, and best practice concepts to Partners and Directors
- Designed Knowledge Management Strategy for future KM sharing
- Mentored staff on designing adaptable enterprise architectures

Scope: Global

Specialization: All markets/knowledge management and analytics

HORIZON TECHNOLOGIES INTERNATIONAL, TASMANIA, AU

1995 – 1997

PARTNER, IT STRATEGY & APPLICATION DEVELOPMENT

Created high-performing IT Strategy & Application Development team focused on developing technology roadmaps, enterprise architecture teams, and outsourced application development services for customers. Increased employee retention by 16% -- focused on training, team building, and recognition programs. Increased organization revenues by 76%, and new client engagements by 114% in the second year of operations. Administered IT budget of \$18M and managed over \$137M in client engagements.

- Managed team that developed Enterprise Wide Testing Strategy for Hong Kong Stock Exchange, also delivered training on Mercury Interactive suite of tools.
- Provided performance testing methodology, strategy, and tool set for Rothmans in Kuala Lumpur, Malaysia
- Efficiently performed multiple engagements covering: Architecture and Infrastructure due diligence; Infrastructure Management guidelines; Internet & Intranet strategy definition; Reusability studies; Application Certification Frameworks; Internet enabling core back office systems (e.g. Billing Systems); Call Center Integration; Client/Server Mainframe, and Internet Project Assessments.
- Managed the architecture design, and deployment of an online bookstore and extended distribution channel into Asian Markets
- Re-defined Technical Architect and Infrastructure for Australia Post. Designed and developed application design strategy, and recommended appropriate technology investments

Scope: International

Specialization: manufacturing, education and government sector and strategy, planning and custom development.

ERNST & YOUNG, SYDNEY, AU

1991 – 1995

SR. CONSULTANT TO SENIOR MANAGER

Recruited to lead a team of business analysts, enterprise architects, and application developers in implementing a supply chain management, financial reporting, forecasting, and customer billing system. Responsible for resource management, engagement profit & loss, client management, sales prospecting, project risk management, and conflict resolution.

- Lead several complex development engagements (10-25 consultants')
- Managed \$2.6M in annual consulting revenues
- Assisted in development of closure plan for Sandoz Australia's manufacturing plant. Determined logistics impact of plant closure on core Information Technology Systems
- Reviewed outsourcing of core drug manufacturing processes and systems
- Assessed cost of IT expenditures and investments. Presented IT diagnostic to senior management for selling off core technology to external source

Scope: Asia Pacific Region

Specialization: manufacturing, media, financial services, pharma, project management, enterprise architecture

CAP GEMINI, SEATTLE, WA

1989 – 1991

DEVELOPER

- Assisted in the design and development of an automated purchasing system
- Established criteria and architecture for integrating Executive Information Systems into core legacy systems for determining optimum method for reducing shrinkage.
- Established expert system platform to automate the design of custom made heat exchangers for an aerospace parts manufacturer.
- Developed Neural Network to assist in DNA/RNA pattern recognition

EDUCATION

Bachelor of Science, Operations Research & MIS, Bowling Green State University, Bowling Green, OH, 1989

Concentration and field assignments in transportation modeling, neural network design, and artificial intelligence

TECHNICAL PROFICIENCY

METHODOLOGIES & TECHNIQUES: Agile, SAFe, Lean Project Management, Conceptual Application Modeling (CAM),

VENDOR RELATED PRODUCTS: Visual Studio, Talend, Oracle Financials, HP Dialogue, Adobe Lifecycle, Great Plains, Microsoft CRM, Microsoft Dynamics, Salesforce, Volusion, Hybris, Apprenda and Pivotal Cloud Foundry (PaaS)

CLOUD & SAAS PLATFORMS: VMWare vCloud, Amazon AWS/EC2, Google Apps, Force.com ServiceNow, Azure, CenturyLink Cloud, IBM BlueMix

WEB TOOLS, LANGUAGES & ENVIRONMENTS: HTML, XML, IIS, Apache, Talend ESB and Talend ETL, Web/Application Server, Websphere Application Server, MQSeries, Microsoft.NET Framework, BPEL, Oracle Fusion Middleware, Java, Python, .NET, AngularJS, Docker, Horton Works (Hadoop), Hyperledger Framework

MARKETPLACE INTEGRATION: Amazon (NA, Europe, and Asia), Alibris, Half.com, Ebay, Barnes & Noble

Information Technology Strategies and Concepts: Business Intelligence and Analytics, Quality Assurance, Testing, Service Oriented Architectures, Internet of Things, Container Technologies, Continuous Integration, Blockchain Technology

PATENT

- Digital Content Delivery (**US 20130254897 A1**)

PUBLICATIONS & TECHNICAL REPORTS

Complete List Available Upon Request

"Use cases for Blockchain Technology in Aerospace & Defense" Seattle, WASHINGTON, January 2018, 30

"Using the Blockchain to support M&A – Document Validation" Atlanta, GEORGIA, August 2016, 12

"Managing architecture and change in a Post Internet Economy." Atlanta, GEORGIA, June 2003, 11

"Benefits of a Multi-Target health portal." Paris, FRANCE, November 2002, 18

"TCO Benefits of a shared and semi-centralized IT Architecture." London, ENGLAND, September 2002, 12

"Managing Content across European countries." London, ENGLAND, October 2000, 15

"Impact of European Directive on Data Privacy, and the associated issues in designing Pan European Applications/Solutions." Stuttgart, GERMANY, July 2000, 8

"Organizational Alignment impact by using technology as a competitive tool." Tasmania, Australia, January 1997, 11

"Best practices in content management, procurement and supply chain management and their associated Key factors for Success." London, ENGLAND, March 2001, 32

"Aligning Infrastructure and Architecture objectives to achieve application architecture benefits." Paris, FRANCE, May 2002, 27

"European Knowledge Exchange." London, ENGLAND, July 2000, 7

"Repository Grid Systems (Knowledge Acquisition)." Cogitas. Grenoble, FRANCE, January 1991, 19

"Creating a CIO Roundtable." Aarhus, DENMARK, March 2001, 4 "Pan-European IT Services Model." London, ENGLAND, August 2000, 8. Value of a Pan-European IT delivery system

"Digital Marketplace using Reverse Auction Technology." Stuttgart, GERMANY, April 2002, 14

"Improving Service Quality by leveraging Web Services." Parsippany, NEW JERSEY, July 2006, 11

"Reengineering while improving Customer Value." Short Hills, NEW JERSEY, March 2005, 8