
TECHNOLOGY EXECUTIVE - MANAGING TECHNOLOGY, GROWTH, AND CHANGE

Seasoned technology executive with over 25 years in technology and more than 20 years in active management roles. Results-focused leader balancing tactical and strategic execution. Delivers results amidst changing technology arenas, aggressive business settings, and rapidly growing organizations. Broad range of experiences ranging from individual contributor to architect to VP of Engineering roles, ranging from start-ups to large, enterprise companies, and across many industries (health care, banking, financial services, and software technology). Strong production operations experience. Solid experience with turnaround management of technology organizations.

Innovative and dynamic thinker able to create bold business vision. Able to succeed in environments of great ambiguity. Powerful change agent capable of transforming and empowering teams to excel. Creative and adaptive problem solver has shown good results in solving technology problems, business problems, and organizational problems. Comfortable taking on situations with very little specific industry knowledge or technical knowledge yet can acquire and leverage proficiency in an efficient and effective manner.

CORE COMPETENCIES

- SAAS Experience
- Operation of High-Availability Applications
- Systems Performance Management
- Process Improvement
- Organization Design & Restructuring
- Team Building & Leadership
- Preservation of Human Capital
- Program & Project Management

EDUCATION

Massachusetts Institute of Technology. B.S. Management 1975

PERFORMANCE HIGHLIGHTS

- Doubled engineering team 25 to 55 for web analytics start-up; reset release schedule; significantly reduced client dissatisfaction; improved product quality; improved product performance; established performance lab; established strategic partnership with DBA consulting services firm; led engineering team through IPO.
- Evaluated system projects across 12 development groups worldwide for a major real-time financial services information service; prepared recommendations for consolidation and strategic investment; developed unique expertise in financial instrument naming systems; created and assumed leadership role for rationalization of financial instrument naming systems; assumed responsibility for development of securities cross reference database.
- Transformed low-morale engineering team to team of innovative high achievers for college career service and recruiting start-up; eliminated site stability problems; eliminated client dissatisfaction; pivotal force in developing new revenue sources; deployed online credit card transaction processing; deployed sponsored content, in-site advertising and email outreach services.
- Responsible for deployment of customized ticker plant system for Boston Stock Exchange; responsible for deployment of ticker plant system for Telerate, involving data centers in Toronto, London, and Singapore; implemented software compression of ticker plant data feeds; implemented custom ticker feed filtering hardware and software system.
- Customized 3rd party asset card management system for ATM network for one of the first ATM networks in Massachusetts; Implemented multi-bank support for ATM network to support acquisition of Old Colony Bank system; directed 4 teams of software developers.

EXPERIENCE

Chief Business Intelligence Officer – 4/2007-Present Experience, Boston, MA.

– *Online recruiting services for college educated talent, media outlet*

- Define new role focusing on leveraging information as business intelligence.
- Guiding business strategy; identifying data-driven product and business opportunities.
- Responsible for operation of 20M page views/month web site.

Vice President Engineering –2002-4/2007 Experience, Boston, MA.

- Lead 16 person engineering team including product management, development, QA and OPS for hosted college recruiting application and service.
- Developed in-house targeted email business delivering 10M revenue bearing emails in 2005, 27M in 2006
- Delivered 13 major releases in each 2005, 2006. Less than 30 minutes unplanned outage per year.
- Turned around low-morale organization, improved site stability and performance increased product quality, and implemented processes to deliver.
- Developed OLAP database for segmented analysis of candidates.

Gridfrastructure. Cambridge, MA. 2002 Contract Consultant

- Designed, implemented, and deployed brochure-ware style web site.
- Designed and implemented HTML prototype GUI for GF-Grid application.

Market Systems Technology. Boston, MA. 2001 Contract Consultant

- Prepared application architecture section for proposal for NASDAQ Security Information Processor system.

Vice President Solutions Services - 2001 NetGenesis. Cambridge, MA.

- *Web analytics and business intelligence software provider*

- Promoted to develop new business unit for advanced integration consulting services. Developed charter, revenue model and budget for unit.

Vice President Engineering - 1999-2001 NetGenesis, Cambridge, MA.

- Promoted to stabilize and grow engineering team.
- Led 55+ person software development department, including quality engineering, sustaining engineering, release engineering, and documentation groups through a successful IPO (Feb 2000).
- Direct development teams through all phases of software development, maintenance and support. The engineering group produces NetGenesis software and add-on applications software.
- Expanded engineering organization from 25 to 50+ staff in 5 months. Maintained good productivity while assimilating new staff.
- Actively participate in setting technical architecture and direction for a major product re-architecture release with project goals of producing a 10x increase in product performance.
- Actively participate in managing and resolving customer satisfaction issues, often supplying engineering resources to solve other business process problems.

Solutions Engineering Manager - 2001 NetGenesis, Cambridge, MA.

- Direct efforts of small group of developers in the implementation of applications to integrate strategic partner's technologies with NetAnalysis.
- Expanded a 2 person team to a 6 person team in 2 months.
- Acquired responsibility for additional 3 person software development team.

Dow Jones. Boston, MA. - 1998

Contract Consultant

- Developed a suite of tools to log and analyze the Bridge Global Ticker data feed. Tools include implementing a web-browser interface to the tool set and delivery of output files from the server to the browser system and into an Excel spreadsheet.

Director, Symbology Development - 1996-1998

Telerate (Dow Jones), Boston, MA.

– Info services for institutional investment industry

Responsible for design, development, and implementation of financial instrument and company cross reference database. Managed from Boston an 11 person development team in Toronto, Canada.

- Assumed management responsibility for a development project that was 1 year late and brought it to production. Product was Dow Jones Market's first wide-area client-server application. Product rollout was the smoothest system deployment in recent years and provided high end-user satisfaction.
- Developed strategic plan for expansion of security and company information database. Implemented a third of the projects in the plan.

Director, Technical Planning- 1994-1998

Telerate (Dow Jones), Boston, MA.

Co-Founded Technical Planning Group – an internal technical consulting department. Defined goals and objectives for the group which included identifying redundant systems, developing consolidation strategies, and strengthening the integration between internal systems and products.. Assembled team of 6 senior architects/analysts.

- Co-directed team which developed the technical strategic plan for Dow Jones Markets. Presentation of this plan to senior management led to Dow Jones' \$650M commitment to re-invest.
- Prepared functional requirements for the Dow Jones Feed, a newly announced digital service combining real-time contributed data, real-time exchange prices, price history, and news. Provided technical leadership during the early stages of the project definition.
- Prepared White Paper on symbology. Defined the position of Director, Symbology Development, promoted into the position.

Senior Software Developer - 1993-1994

Expressway Technologies, Waltham, MA.

– Database query acceleration software

- Ported 200+ module C++ database query acceleration product from Sparc-Solaris to NCR-SVR4.

Manager, Research & Development - 1992-1993

Thomson Financial Services, Boston, MA.

– Info services and products for brokerage industry

Responsible for design, development and implementation of trade order routing and trade order management systems.

- Assembled and managed 10 person development team.
- Prepared requirements definition for order routing system.
- Prepared and delivered architectural overviews and technical presentations to target brokerage community.

Vice President - 1989-1992

Market Systems Technology, Boston, MA.

– Stock exchange feed processing software

Co-managed 10 person development team that expanded ticker plant to process all major stock exchange feeds worldwide. Managed production systems in Toronto, London, and Hong Kong, - including installation of new releases, technical support, operations support, and capacity planning.

- Developed stock quote display and charting application using Stratus ticker plant technology, DataViews object-oriented graphics system, and shared memory database. Generated collaborative marketing arrangements with VI Corporation, Stratus Computers, Apollo Computers, and Open Software Foundation.
- Designed and implemented compression software for the ticker plants, reducing bandwidth requirements for global network by 15%-25%.
- Designed and implemented delayed quote system in 2 weeks. System secured a \$60K annual revenue stream.