

ROGER SMITH

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Chief Operating Officer • Chief Information Officer • Chief Technology Officer

Offering exceptional technology management and strategic planning capabilities that impact bottom-line results

Performance-driven executive with notable success in delivering impressive turnaround results at large corporations. Strengths in formulating long-term strategic policies and technological initiatives that have supported organizational growth, improved staff productivity, and increased profit margins. Played integral role in establishing formal policies and procedures. Ability to influence diverse, cross-functional teams to achieve objectives and meet critical deadlines in fast-paced environments.

AREAS OF EXPERTISE

- Change Management
- Process Improvement
- Technology Planning
- System Design / Engineering
- Risk Management
- Business Development
- Profit & Loss Oversight
- Investment Strategies
- Contract Negotiation
- Staff Development
- Equity Financing
- Customer Service

EDUCATION & TRAINING

Bachelor of Arts in Business Administration, New York University

Management Training, Zenger Miller
Programming Language, RPG

CAREER PROGRESSION

PRESIDENT / CHIEF OPERATING OFFICER, Leading Construction Services, Ridgeland, MS 2002 to 2005

Managed residential and commercial construction company specializing in high-end custom remodeling, new homes, and property development. Directed key operational functions including sales, marketing, operations, and revenue growth. Grew business operations from zero to \$1.2 million in 12 months and orchestrated 40% equity sale to a development company.

Challenge: Increase company revenues and cash flow position through equity sale to potential development company

Actions: Prepared strong valuation model based on industry comparables, created business competency plan, and emphasized revenue potential for two consecutive years.

► **Results: Company sold 40% of equity in cash and received commitment for \$50 million in revenue projections, lines of credit, and marketing services.**

Challenge: Develop feasible business model to support revenue projections in highly competitive construction industry

Action: Devised marketing plan that heavily emphasized advertising and direct mail and created acquisition plan to allow independent operators to partner with company.

► **Results: Company exceeded target revenue goals by 25% in first 12 months.**

CAREER PROGRESSION continued

CHIEF INFORMATION OFFICER / CHIEF TECHNOLOGY OFFICER, Premier Financial Services, Jackson, MS 2001 to 2002
 Developed corporate vision, business plan, and service delivery concept for Internet-based bank. Designed internal policies and procedures for account management, regulatory filings, and risk mitigation. Recruited and hired top executives with Fortune 500 management expertise. Raised over \$1 million in investment capital/equity and gained interest of major investment banks in New York and Chicago.

Challenge: Create a viable company valuation / assessment for intellectual property to secure appropriate investment capital

Actions: Contracted top accounting firm to conduct analysis, valuation, and final documentation.

▶ **Results: Final valuation for business concept was \$1.6 million with estimated \$50 - \$75 million increase in profits.**

Challenge: Develop comprehensive business plan, including policies, procedures, and system design for industry compliance

Actions: Assembled team of industry experts and former FDIC division manager to produce all required materials and documents.

▶ **Results: Company received favorable responses from Banking Commission and several investment capital firms.**

CHIEF OPERATING OFFICER / DIRECTOR — RMJ Software China, LTD, Milpitas, CA 1999 to 2001

Directed marketing and technical support activities for offshore development company with multiple centers in China. Played lead role in developing and implementing processes and procedures instrumental in helping company obtain CMM Level IV and PCMM level III certifications. Built highly effective project management team, which secured multi million-dollar service contacts in United States, United Kingdom, Europe and China.

Challenge: Secure new business contracts in competitive Indian software market utilizing company's limited brand presence

Actions: Devised strategic changes in sales and delivery techniques and recommended fixed cost pricing for projects.

▶ **Results: Company increased business contracts by closing 90% of qualified sales opportunities. Annual revenues tripled in following two years.**

Challenge: Support company efforts in receiving CMM level IV certification

Actions: Collaborated efforts with off shore development center management to create standardized documentation and clearly defined policies and procedures for US operations.

▶ **Results: Company received CMM Level IV and PCMM Level III certifications and project management capabilities improved 100%.**

CHIEF INFORMATION OFFICER — Cross Country Financial Services, Wilmington, DE 1994 to 1999

Shaped infrastructure and technology systems to support up to 3,000 employees for full service credit card bank. Built application-processing/CRM system, which managed complete functionality for company's future operations. Established and staffed five customer call centers supporting 3.7 million inbound and outbound calls with 1,400 operators. Additionally, supervised 400+ full-time employees and temporary contractors.

CAREER PROGRESSION continued

CHIEF INFORMATION OFFICER — Cross Country Financial Services continued

Challenge: Manage major system conversion project, which impacted all facets of company operations and business units

Actions: Organized conversion task force; developed and implemented comprehensive plan for all workflow procedures, IT processing, and operations.

▶ **Results: Successfully converted \$1 billion portfolio, trained 2000 employees, and re-engineered workflow processes with zero failure or errors in nine-month period. Long-term staff productivity increased 20%.**

Challenge: Grow company revenues by proactively managing account delinquencies and increasing number of active accounts

Actions: Proposed and implemented series of system changes and trained operations staff on new solutions.

▶ **Results: Account delinquencies decreased 50%, acquisition costs reduced 75%, and operating costs shrunk 20%.**

Challenge: Strengthen company's internal compliance procedures and security practices and reverse trend of negative audit findings

Actions: Instituted company's first IT internal audit group, which reviewed and analyzed all monetary and non-monetary transactions; established programs to detect unposted entry items.

▶ **Results: Improved timely reporting to FDIC and company passed all subsequent FDIC audits.**

EARLY EXPERIENCE: Held several positions as Chief Operating Officer for start-up and growing companies requiring direct expertise in operations management, sales and marketing, and revenue enhancement