

MICHAEL ROSS

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EXECUTIVE LEADERSHIP – CHIEF TECHNOLOGY OFFICER – TECHNOLOGY SOLUTIONS

Senior Software Executive with 15+ years of experience leading and improving global technology organizations.

SELECTED HIGHLIGHTS

- **Executive Management:** Skilled in leading large, complex technology organizations with global operations.
- **Engineering Leadership:** Experienced in partnering with business stakeholders to deliver on strategic objectives.
- **Change Agent:** Spearheaded key business transformations focused on propelling long-term revenue growth.
- **Process Improvement:** Consistently championed best practices, focusing teams on cost reduction & efficiency.
- **Talent Development:** Proven success in building cultures that attract, develop, and retain top performers.

CORE COMPETENCIES

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|--------------------------|------------------------|---------------------------|
| ❖ Strategic Planning | ❖ Development & QA | ❖ Solution Architecture |
| ❖ Cloud Computing / SaaS | ❖ Agile Methodologies | ❖ Cloud Platforms |
| ❖ Product Management | ❖ Technology Strategy | ❖ Budgeting & Forecasting |
| ❖ Team Development | ❖ Portfolio Management | ❖ Change Management |

PROFESSIONAL EXPERIENCE

Rambus Inc. | Sunnyvale, CA; San Francisco, CA; Glasgow, Scotland; Rotterdam, Netherlands **2017-Present**
Vice President - Engineering & Operations

Recruited by CEO to lead Engineering and Operations across 3 ~\$250m (in total) acquisitions globally with team of 80 direct/indirect reports. Led transformation from Enterprise Software to SaaS/cloud model.

Strategic Contributions

- Oversaw Product Management, Engineering, Operations, and worked with Sales on business development efforts.
- Advised the c-suite/board of directors on technical topics such as OSS, Cloud, SaaS, and IT Security/Risks.
- Rolled out standardized SDLC, tools, and workflows to improve support, knowledge transfer, and efficiency.

Key Results

- Saved 30% on CapEx costs and increased efficiency by reorganizing/establishing shared services for 3 product lines.
- Turned around struggling product division by implementing plan to heal team culture, curtail attrition, & retain talent.
- Achieved PCI DSS compliance within record <9 months for ePayments' AWS cloud deployment, a 1st for this division.

Precision Discovery Inc. | Anaheim, CA & Greenwood Village, CO **2015-2017**
Chief Technology Officer

Promoted to lead all technology teams, Product Development, IT, and Operations with team of 35 and a \$10M budget. Expanded company's focus to include retail, SaaS-based solutions. Delivered strategic pivot without raising outside capital.

Strategic Contributions

- Managed data centers/security/disaster recovery, achieving 0 breaches and maintaining 99.9 uptime in data centers.
- Led Operations team responsible for secure and efficient processing of petabytes of eDiscovery documents.
- Delivered successful retail, SaaS-based MVP by optimizing processes to free up/repurpose ~30% of technical team.

(Chief Technology Officer, Continued)**Key Results**

- Improved performance of eDiscovery tool, growing capacity 100% to ~2 petabytes and increasing performance 60%.
- Reduced IT equipment lease costs 50% YOY by negotiating with vendors to reduce costs from initial quotes.
- Oversaw Phase 1 & 2 of the next generation deployment of eDiscovery tool to improve performance/reduce costs.

Precision Discovery Inc. | Anaheim, CA & Greenwood Village, CO**2013-2015****Vice President - Technology**

Tapped to reorganize the technology division into internal, business-critical software, and the new SaaS team developing the first SaaS retail service. Led team of 30 direct/indirect reports developing/supporting products with \$30M in revenue.

- Reduced redundant overhead 35% and standardized processes by rolling out PMO model with shared resources.
- Decreased team utilization 30%, consolidated expertise, and reduced fragility by streamlining workflows and tools.
- Enhanced eDiscovery operational workflow by automating/simplifying high-touch processes to reduce fragility 80%.

Precision Discovery Inc. | Anaheim, CA & Greenwood Village, CO**2008-2013****Managing Director - Software Development**

Recruited to rapidly restructure software development to better support LOB/workflow initiatives. Drove drastic 50% improvement and led team of 20 to deliver tools to support \$20M in revenue from eDiscovery document processing.

- Helped achieve profitability in 3 years by innovating mission-critical tools to capture/process \$20M of new revenue.
- Cut project cost/time overruns 15% by rolling out project management, quality engineering, and technical support.
- Reduced billing cycle 10 days & invoice errors 40% by delivering suite of tools, automated billing, and other processes.

Earthlink, Inc. | Pasadena, CA**2006-2008****Director - Software Engineering | Manager | Sr. Engineer**

Promoted through the ranks to introduce Agile methodologies and transform Earthlink's ability to deliver high-quality products. Led team of 25 engineers, program managers, QA, and others with budget of \$8M.

- Delivered successful Agile cultural transformation, reducing project cycle waste 25% and decreasing QE cycles 20%.
- Championed best practices to improve development, testing, release cycles, and collaboration.
- Rolled out strategies such as code review, pair programming, and others to ensure proper cross-training of legacy code.

Early Career:

Senior Architect/Development Manager – IBM, EpicRealm, Asyemetrix, Datastorm and others.

ADDITIONAL CREDENTIALS**TECHNICAL SKILLS**

C, C++, Objective-C, Swift, Assembly (6502, 68000, 8088), .net, asp.net, Java, Javascript, HTML5, CSS3, JSON, Swing, iOS, Android, Visual Studio, Android Studio, xCode, Github, TFS, Sourcesafe, CVS, AWS, SNS, Azure, Firebase, Agile Methodologies, Test Driven Development, Units, Project Management, RESTful interfaces.