

# WARREN SMITH

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Versatile and solutions-driven professional with proven strategic, organization and technology transformation experience that enable leaders to achieve aggressive financial and market share goals.

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## PROFESSIONAL EXPERIENCE

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### Head of Product and Marketing *hCentive, Inc*

June 2014 – March 2017  
Reston, Virginia

Responsible for managing portfolio of health insurance and plan management products with revenues of over \$20M annually, including the company's flagship product, Exchange Manager, an enrollment effectuation engine, which successfully processed 25% of all enrollments under the Affordable Care Act.

- **Leadership:** Directly managed a team of product managers as well as a cross-functional product team to support an aggressive 3 year road map, consolidating from 6 to 4 products, several buy/build analysis to eliminate expensive development efforts in favor of low cost software buys and optimization of Jira as a full cycle product management tool.
- **Incubation:** Specified, developed, and launched the first enrollment effectuation engine product for hCentive, supporting over 15 well-known health plans, successfully processing over 8M enrollments complying with strict HIPAA, CMS and other leading regulatory agencies.
- **Revenue and Market Share Growth:** Retooled product suite, growing revenue from \$8M to \$20M in 3 years, including production support, product marketing and training, growing market share from 20% to 40% and client count from 8 to 15.
- **Increasing Valuation:** To achieve valuation expectations, developed 2 additional products to fill a \$40M revenue gap, recruiting 3 new strategic partners, led all efforts to improve Customer Satisfaction scores from C to A level. Spearheaded pricing restructuring to remain competitive, developed and executed plan to reduce headcount by 60% while growing revenue.
- **Success:** Meeting General Atlantic's exit value expectations, hCentive products were acquired and split between a large health plan and the US Government in early 2017.

### Incubation Consultant *General Atlantic, Inc.*

October 2009 – June 2014  
Washington, DC and New York, New York

Working with the leading global equity firm with assets of \$41.6B, provided visionary CEOs, entrepreneurs and business owners with the knowledge, tools and contacts to incubate ideas or transform companies for success. From angel funding to fast software prototyping to viral marketing campaigns to organizational change management, I incubated new ideas and directed transformations to enable market leaders to compete on a national and international level.

- **WellZone:** (2011-2013) Dedicated for 3 years, incubated a consumer facing health community, authored a big data patent, developed 3 mobile applications with 3 wearable device providers, grew team to 25 employees and took company to revenue with over 250,000 users. Meeting General Atlantic's expectations, company IP was successfully acquired in 2014.
- **AcuStream:** (2010-2011) Dedicated for 8 months to reposition company IP for quick acquisition, led transformation of all product and software development for fast paced startup in the competitive hospital revenue cycle management billing market, offshoring all development and reducing costs. Company IP was successfully acquired in 2012.

**Director of Product Management**  
*Network Solutions (now Web.com)*

October 2005 – February 2010  
 Herndon, Virginia

Effectively directed a matrixed team to incubate and launch 3 new products: *design, ecommerce and online marketing*, growing overall revenue from \$100M to \$300M in only 4 years while reducing headcount from 700 to 300. During my tenure, company was acquired and sold by General Atlantic.

- **Business Owner:** Acted as business owner for \$30M P&L product suite with aggressive 40% year over year revenue growth, owned all buy/build decisions and resulting technical integrations with three different acquisitions.
- **Product 101:** Directly managed team of 10 including product managers, business analysts and product marketing resources to support 3-year road map, including all requirements, persona development and UI/UX redesigns. Co-managed all delivery, leading all Agile/Scrum cross-training between engineering and marketing.
- **Awards:** Received the 2009 Best Portal Award for LinkTogether (Network Solutions) (<http://www.webaward.org/winner.asp?eid=13040>) and 2010 Innovation Award for TransferMe.

**Director of Market Strategy**  
*AOL, Inc.*

February 2000 – October 2005  
 Dulles, Virginia

Defined new strategy-development and business-modeling processes that were applied across six business units in the AOL Commerce Division. Assumed full P&L responsibility for operations and managed the transition from a proprietary subscriber network to an open network for AOL.com.

- **Reducing Conflicts:** Ideated and implemented a product-management process that included a full life cycle management reporting process and created programs, policies, and procedures for cash-in revenue tracking, a new practice to reduce duplicate product efforts and monitor cash flow.
- **Revenue Generating Strategies:** Led cross-functional teams that created programs to monetize a struggling shopping destination and increase Travel Department revenues by 30% and Auto Department revenues by 17%.
- **Vendor Management:** Collaborated with leading design firms (Frog and Blast Radius), retained consultants and market analysts to measure performance against commitment for 95 initiatives across 11 business groups.

**Product Manager, Careerbuilder, Inc.**  
**Media Planner, TMP Worldwide**  
**Founder, Internex Communications**

October 1998 – February 2000  
 June 1996 – October 1998  
 May 1993 – June 1996

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### EDUCATION AND PROFESSIONAL QUALIFICATIONS

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- Masters of Business Administration, Info. Technology – *University of Maryland* – December 2001
- Bachelors of Science, Business Management – *Frostburg State University* – May 1995
- *Product:* Agile Product Manager (AIPMM), Scrum Master (Certified), CMMI Level 3 Certified, ITIL Trained, Scrum, Sprints, Use Cases
- *Technical:* Managed development teams working on .NET, LAMP, AJAX, OBJECTIVE C, HTML 5, and JAVA, as well as MYSQL, Hadoop MapReduce and MongoDB