

CARL HEWITT

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INTERIM CTO, FRACTIONAL CTO & BOARD CANDIDATE

Product Definition - Product Market Fit - Product Development - Marketing

ACCOMPLISHED STRATEGIC TECHNOLOGY EXECUTIVE

- Seasoned B2B technology startup executive who has created, bootstrapped and exited four startups. As founder was initially responsible for product definition, wrote the MVP product, managed the technology team, defined the marketing strategy and recruited/trained initial staff.
- Oversaw organizations as CEO/CTO from conception to negotiating exits. Accomplished executive skilled with experience leading business, financial, and operations strategy, with focused expertise gained in key leadership roles as a Founder, Chief Executive Officer, and Chief of Technology. Primary focus has been on business rules, AI/ML and process automation.
- Focused on product lead and manageable growth. Offers a demonstrated record of results in a complex business environment. Skilled in business leadership, growth, strategic planning, and relationship management. Proven record of achieving gains in revenue, profit, customer experience, and client engagement.
- Worked in a number of different industries including: Financial services (banking, insurance and mortgage), manufacturing, logistics, government, healthcare, marketing and non-profit.
- Actively seeking to join a B2B software corporation or PE firm/accelerator in a key role.

CAREER OVERVIEW

Strategic global technology executive with 25+ years of experience building influence and translating corporate vision and objectives into dynamic, innovative technology and product development strategies that drive results. Innovation focused thought leader and entrepreneur, proficient at presenting and reporting to Boards of Directors and C-Suite executives with a solid history of managing high-level business operations. Fosters trust-based relationships with teams and key stakeholders, formulating strategies to achieve desired outcomes. Proven track record in achieving impressive financial, market, and operational outcomes through effective team leadership and resource management. Solid reputation for achieving corporate growth objectives through innovative leadership for global companies in the U.S. India, and the U.K. Served on Boards of Directors with 7 organizations. **Notable highlights include:**

- Utilized a data-driven leadership style, making strategic decisions based on thorough analysis and insights, ensuring the most effective outcomes for the organization.
- Built a team oriented company culture that resulted in 95% staff retention. Many staff transitioned between ventures and have worked in the same team for almost 20 years.
- Demonstrated a strong aptitude for adaptable leadership, thriving in new environments and excelling at launching operations and ideas from inception to success.
- Drove leadership success, market growth, and product management, achieving results in previous ventures including four successful exits, encompassing expertise in technology development, management, and investment strategies.
- Achieved an impressive closing rate of 90% by investing in pre-sales engineering and showcasing the product's value, effectively providing customers with the opportunity to experience the solution before making a purchase.
- Focused on problem-solving and resolving customers' business pain points, understanding that addressing these challenges is key to driving sales and building long-term relationships.
- Combined deep technical expertise with operational leadership, having built and developed products and being involved in coding, offering a unique skill set beneficial to a new employer.
- Maintained active role in hands-on software development to present. Leveraged both dedicated and on demand remote teams in india, russia, romania, ukraine, argentina and philippines.
- Successfully bootstrapped Decisions to \$20MM in revenue, with current annual recurring revenue (ARR) of \$40MM. Partially exited in 2018 with valuation of 65MM and again in 2020 with valuation of \$160MM to PE firm. Currently is the largest non-institutional shareholder of Decisions valued over \$400MM.
- Played a foundational role in venture startups, involved in product development, initial sales efforts, marketing strategy, team recruitment and training, finance management, and negotiation of company exits. Maintained a hands-on role in technology and product management throughout all ventures.

CORE COMPETENCIES

- Executive Leadership
- Strategic Planning/Execution
- B2B Software Development
- Improving Profitability
- Entrepreneurial Drive
- Launching/Scaling Companies
- Custom Rules Engines
- Negotiating Exits
- Groundbreaking Innovation

● Leadership Experience

2021 – 2023 • APPGLUE

Entrepreneur & Architect/Developer

Financed and led the development of AppGlue, an embeddable rule engine written in Node.JS, demonstrating entrepreneurial initiative and technical expertise in product creation. Built a team of lower cost offshore developers to do product development and completed product MVP with over 600,000 lines of code. Product allows non technical users to define business logic, user interactions, integrations and business processes without writing code. Currently in process of selling the products IP to focus on moving into a leadership role/advisory position.

2012 – 2021 • DECISIONS

Founder | CEO | CTO

Founded and launched a successful company specializing in delivering innovative technology solutions, driving growth from inception to sustained profitability. Demonstrated entrepreneurial leadership by conceptualizing, organizing, and launching a technology solutions company, establishing a strong market presence and cultivating valuable client relationships.

- Retained the core rule technology from RCxRules, creating a new product that utilized Silverlight before Microsoft discontinued it in 2016.
- Executed a complete rewrite of the technology over a 3-year period, temporarily pausing growth to ensure a seamless transition and improved performance.
- Multiple pivots between 2012 and 2016 to identify product market fit.
- Spearheaded strategies that resulted in a sustained growth rate of 50% and profitability from 2016 onwards, positioning the company for long-term success.
- Facilitated a successful private equity (PE) investment round at a valuation of 65MM in 2020, demonstrating financial acumen and investor confidence in the company's potential. Second share sale to a different PE firm in 2021 valued at over 160MM.
- Proactively sought a leadership transition after a decade of dedicated service, recruiting a CEO to assume responsibilities while ensuring a smooth handover of leadership.
- Effectively transitioned leadership and skillfully exited the company in 2021, leaving a strong foundation for continued growth and success.

2016 – 2019 • RCXRULES

Co-Founder & Chief Technology Officer (CTO)

Engineered a user-friendly rule engine that empowered non-technical users to implement and enhance rule sets, significantly enhancing operational efficiency and eliminating the need for constant involvement from IT. This innovative approach allowed for flexible and rapid rule implementation, driving improved outcomes within the revenue cycle management process.

- Orchestrated the successful launch of a cutting-edge healthcare revenue cycle management rule platform, leveraging a custom-designed rule engine to streamline the pre-processing of insurance claims, resulting in an exceptional 90% reduction in first-time rejections by insurance companies, significantly improving revenue optimization.
- Facilitated a strategic partnership with a leading traditional outsource medical billing company, jointly capitalizing on industry expertise to establish a strong presence in the market and allow core rule technology ownership to be retained, ensuring continued excellence and control over the rule platform.
- Propelled growth through a strategic decision to fully exit ownership stake in the venture to the former leadership of IDX/GE Healthcare shortly after the initial product launch, boosting scalability and integration with trusted industry players, fostering long-term sustainability and market expansion.

Carl Hewitt

2008 – 2010 • SYMANTEC

Vice President

Successfully sold Transparent Logic to Symantec, a global leader in cybersecurity, and seamlessly transitioned to a role within the organization. Took on responsibility for managing the integration technology between various Symantec products, ensuring seamless collaboration and maximizing operational efficiency.

- Oversaw the complete rewrite of the Symantec Help Desk software, driving improvements in usability, functionality, and customer experience.
- Played a pivotal role on the leadership team, contributing strategic insights and guiding decisions to support the company's overall objectives.
- Leveraged expertise in technology integration and leadership experience to drive cross-functional collaboration and optimize the efficiency of internal processes.

2003 – 2008 • TRANSPARENT LOGIC

Founder | CEO | CTO

Established a dynamic product company focused on developing a robust and versatile rule and integration engine, revolutionizing automation in partnership with Alitiris. Following Alitiris' acquisition by Symantec in 2007, Transparent Logic was subsequently acquired, validating the company's innovative technology and strategic value.

2001 – 2003 • NETDECISIONS (UK)

Vice President

Steered the acquisition and management of the rule engine from OOP.COM, while also effectively directing operations for India-based development activities. Orchestrated offshore teams, establishing strong leadership, implementing robust processes, and ensuring high-quality deliverables with enhanced predictability within a cost-effective development framework.

1998 – 2001 • OOP.COM

Founder | CEO | CTO

Pioneered the establishment of a technology-enabled service company catering to prominent financial services organizations, including Wells Fargo, NorWest, American Express, and Bank of America. Venture-backed enterprise, Envest Partners, grew to a pinnacle of approximately 120 employees, solidifying its position as a major player in the industry.

1996 – 1998 • CBN

Software Architect

Recruited as a junior programmer, swiftly advancing to the role of overall system architect while spearheading a team of approximately 40 programmers. Employed object-oriented design patterns, pioneering the development of business software. Spearheaded the creation of an efficient and robust application framework, leading to multiple industry awards for technology and exceptional speed in software development.

Board, Advisory & Consulting Experience

757 Accelerator Cycle CTO August 2023 - Present

757 Accelerator, Speaker, Mentor & Advisor, 2020 – Present

ConConnect, Lead Mentor as part of the 757 Accelerate incubator in 2022

BetterWorld Nonprofit Fundraising Platform, Lead Mentor as part of the 757 Accelerate incubator in 2021

Decisions, Board Chair/Member, 2010 – 2021

CareFamily, Board Member, 2011 – 2013

RCxRules, Board Member, 2010 – 2011

OOP.COM, Board Chair, 1996 – 1998