

SCOTT J. BERRY

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PROFILE

Strategist and advisor, with a background in product line management, marketing, and strategy. Fortune 500 operating experience followed by entrepreneurial ventures in multiple industry sectors, including software, healthcare, and internet. Tenure as a Wall Street research analyst that has provided additional capabilities and perspective. Proficient at simplifying complex technology and framing issues. Highly technical, can tackle steep learning curves and hit the ground running. Achieves rapid, tangible results as both a leader and contributor.

SELECT ACHIEVEMENTS

- Have held positions or managed personnel in nearly every functional discipline; as a COO, CMO, and acting CFO, as well as a well-regarded strategic advisor to CEOs.
- Profitably expanded a \$500M product line by 10-20%; grew enterprise revenues to \$100M+ in a smaller firm
- Doubled the reseller channel in a healthcare start-up company, adding a ramp to a potential \$11M revenue rate. Restructured positioning and targeting while an interim exec at another healthcare IT firm, conducting a full strategic study and adding differentiating features to the platform.
- As a startup CMO, retooled company strategy, developing a plan to generate new revenue sources and stretch out cash burn by 40%.
- Developed numerous complex models for companies, combining engineering and business rules with financial valuations, to allow sophisticated "what-if" analysis and to guide corporate and product strategy.
- Negotiated supply agreements with major, and then leveraged their sales forces into a channel for my firm's services.
- Have developed and managed everything from small, focused strategy and product teams to a 50+ person department of project managers and engineers.

PRIMARY STRENGTHS

Multi-function operating experience
Strategic and business planning
Industry and competitive analysis
Product and solution positioning
Solution selling

Sophisticated, multi-tiered financial modeling
Structuring and solving multifaceted problems
Making the complex understandable to any audience
A "trusted expert" in client-facing roles
Consulting with and advising businesses

CAREER CHRONOLOGY

Consultant, Advisor, and Analyst
Digitalics, LLC, Rowayton, CT

2014-Present

A personal business advisory practice that serves primarily healthcare and technology firms.

- *Safety Technologies*: assisting with licensing strategy, technology valuation, and license negotiations
- *Paradigm Provider Partners*: consulting with hospitals, providers, and health systems on managing risk as they move to population-based payment schemes
- *Optum*: worked as an approved contractor to help develop a new consulting practice around advising providers on the move to alternative payment models.
- *Paradigm Provider Partners*: assessment for a large health system on their move to bundled payments

VP, Market and Product Strategy

2014-2014

HealthFleet, Inc. (now Zillion), Norwalk, CT

Interim Executive role for this Health IT Platform provider. Hired to conduct market trend and competitive analysis, develop positioning and targeting, and advise on long-term product evolution.

- Researched over 100 companies in the space, assessed the market, and led positioning and messaging efforts
- Produced detailed, feature-level profiles on 20 key competitors.
- Evaluated competitive offerings and market “white space” to add a dozen features to the roadmap, including several innovative capabilities that were unique to HealthFleet and further differentiated the company’s offerings.
- Led a team in completely revamping and professionalizing the company’s web site.

Chief Operating Officer

2013-2013

Socrates Healthcare, Inc., New York, NY

Hired to manage all operations for this U.S. expansion of a successful Irish healthcare IT firm. By taking on sales, project implementation, and product management, I freed the CEO to secure crucial large Enterprise deals. Company was unable to secure sufficient funding to continue operations.

- Expanded the reseller channel by 100%, adding firms representing ~1000 physician practices. The entire contracted reseller channel represents a revenue ramp expected to reach a \$22M run rate within 2-3 years, from licensing of our cloud-based Electronic Health Record software—Yeats Clinical.
- Instituted formal Product Management structure into the firm. This converted an agile software development from a chaotic operation driven by customer requests, to a disciplined effort that focused the company on the key product capabilities needed to succeed in the U.S. market.
- Wrote software to convert a day-long sales reporting process into a 1 ½ hour exercise, able to deliver a Key Performance Indicator (KPI) dashboard to Ireland on a weekly basis.
- Created financial tools and projections, along with pitch decks, to assist the Irish Group CEO with fundraising.

Consultant, Advisor, and Analyst

2010-2013

Digitalics, LLC, Darien, CT

A personal business advisory practice targeted toward technology and healthcare firms. Some highlights:

- *Paradigm Physician Partners* (healthcare consulting): Interim COO, supported efforts to purchase and turn around a hospital by advising on strategy, creating financial models, and developing investor materials.
- *Manhattan Research* (healthcare): Analyst and ghost writer for a report on Electronic Health Records usage.
- Supported an investor consortium seeking to buy an Ed. Tech company, through creation of robust financial models predicting business success and an attractive ROI; led to a multi-million dollar offer for the firm.
- *U.S. Homeowners Association*: Drafted first business plan, financial projections, helped write grant proposal.
- *Manhattan Research* (healthcare): Analyst and ghost writer for a report on Electronic Health Records usage.
- *Safety Technologies* (materials): Advisory board member; helped them to productize their technology, improved internal processes, revised financial statements, aided investor relations, created all investor materials; helped raise over \$300K in a Reg D securities offering.
- Business coach to firms in the digital media, healthcare, software development, and internet spaces, as well as ad-hoc advisory work in financial services

Vice President, Product and Market Development

2008-2010

Steeplechase Networks, Inc., Southfield, MA

Co-founder of this start-up offering SaaS services over community broadband and cable networks.

- Project managed development of a consumer/social media SaaS product in less than 8 months
- Assessed market needs, defined product offerings, and wrote software requirements for the company’s platform
- Acting CFO, revamped company financials and corporate presentations into a more investor-friendly form. Helped secure a \$2M term sheet from a VC.

Vice President, Senior (Sell-Side) Research Analyst
Sanders Morris Harris/SMH Capital, Inc., New York, NY

2005-2008

Created full company financial models and launched equity coverage of technology firms. Refined and presented recommendations to sales, clients, and press; mentions in Bloomberg and Reuters. Originally hired as a tech industry consultant, engaging potential clients and making strategic acquisition recommendations. Research areas included Software, Biometrics, Wireless Broadband, Digital Media, Internet, Mobile, ICs, and 3-D Printing.

PREVIOUS EXPERIENCE

Chief Marketing Officer
BlazePhotonics, Ltd., Bath, England

Recruited to run Marketing for this Photonic Crystal technology venture. Assessed the market and competitive environment, defined technical requirements for the first product. Led business development activities with firms in several industries. Led initiative to restructure company strategy after technology failed to meet defined market needs.

Director of Global Product Management
Metromedia Fiber Network (now AboveNet), White Plains, NY

- Introduced a structured PM process, and several Managed Services to augment an initial leased fiber product
- Doubled fiber sales to \$75M+ and added \$25M in new sales, locking customers into years of follow-on business
- Helped book over \$30M in new business via direct support of Sales VPs on client calls
- Principal company spokesperson with media and analysts, and a frequently-requested speaker

Tyco Submarine Systems (was AT&T), Morristown, NJ

Director of Product Management
Director of Application Engineering
District Manager, Project Management, Engineering, and Construction

Bell Laboratories, Holmdel, NJ

Technical Manager
Member of Technical Staff

EDUCATION

Thunderbird (American Graduate School of Int'l Management), Executive Leadership Program
Wharton School of Business, Mini-MBA (Executive Development Program with AT&T)
George Washington University, Masters Certificate in Project Management; PMP Certification
Stanford University, MSEE. Major in Fourier and Statistical Optics
Brown University, ScB with High Honors. Major in Engineering, Minor in Economics

OTHER

Adjunct Professor, Engineering Physics, *SUNY/Westchester Community College*
Advisory Board Member, *Safety Technologies, LLC*, a start-up company focused on materials in the healthcare space
FINRA Licenses: Series 7, 63, 86, and 87 (2006-2010)
MENG (Marketing Executives Networking Group), former Board member and Chair of Technology Committee
Mentor, *IvyExec*. Actively mentoring individuals, offering both career and business/start-up advice.