

## CHET SMITH

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OPEN TO RELOCATION

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### REVENUE DRIVEN ENGINEERING EXECUTIVE

Skilled at leading and transforming development teams to focus on functionality, schedule, cost and building quality into innovative products resulting in record market penetration and bottom line growth.

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### KEY COMPETENCIES

Executive Thought Leader Across Organizations	Revenue Growth
Turning Research into Innovative Integrated Products	Engineering Cost Management
Development Life Cycle Integration – Agile/Defined	Systems Engineering
Decisive Active Leadership /Management	Driving Spirit Behind Change
Turnaround – Programs and/or Teams	Global Multi-Cultural Leadership
Distributed Development Team Management	Vendor Management

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### PROFESSIONAL EXPERIENCE

**COMCAST/GUIDEWORKS**, Radnor, PA

**2006 – 2008**

*Set Top Box software development providing cable TV listings guide, DVR, on-demand, etc functionality plus database software to enable distribution of data to over 24 million homes on a broad range of platforms.*

#### **Vice President of Engineering**

Transformed development from C++ to embedded JAVA software for OCAP (Open Cable Application Platform) set top box product as well as turned around delivery/quality issues with legacy software product fielded by Comcast and customers of Gemstar/TV Guide. Engineering budget of \$22M. Managed 90 technical staff at 2 sites.

- Transformed Software Development Life Cycle to improve productivity, quality, and ability to reliably release to multiple platforms.
- Proposed and instituted customized SCRUM agile techniques that allowed the organization to embrace change in features and/or partner/supplier schedules.
- Instituted performance and quality metrics to quantitatively measure effectiveness of SDLC and openly reported to the parent companies monthly. Successfully challenged engineering staff and management to meet the goals resulting in renewed trust and respect by owners, partners and suppliers.
- Dramatically reduced engineering spend for outside SQA resources while improving effectiveness.
- Drove team education and redesign of the OCAP JAVA application to exceed performance and quality goals.
- Turned around morale and attitude issues by creating a culture where staff felt safe speaking about problems, roadblocks and suggested improvements.
- Led and transformed IT into a true service organization viewed across the organization as an integrated and necessary function rather than a hindrance.

**BOSE CORPORATION**, Framingham, MA

**2001 –2005**

*Builds audio and home theater products including multi-zone audio and video products. Division sales of \$1.1B*

#### **Director of Software Engineering**

Created Software/Firmware Development and Quality Assurance teams to produce a very diverse and successful product set ranging from amplifiers and the Wave Radio to multi-zone networked home theater systems, music server, remote wireless audio zones, and RF 2-way multi-zone remote control for Home Entertainment Division. \$25+M budget. 130 technical staff.

- Leadership contributed strongly to multiple industry product awards and years of record earnings.
- Sponsored the development of multi-product platforms through generalized object oriented designs and reusable

code ensuring more products could be brought to market for integrated RISC/DSP based home theater.

- Introduced SCRUM agile methodology in conjunction with CMM level 3.
- Radically improved quality through process, test automation and reusable code to both shorten and more accurately predict development cycles resulting in lower manufacturing cost and demonstrably higher customer satisfaction.
- Drove an integrated development/SQA process to provide metrics used to monitor the development process and improve quality through active feedback.
- Heavily influenced electrical design for a higher performing end product and flexible platforms.
- Partnered with Cirrus Logic to influence DVD controller chip enhancements.
- Proposed and led formation of an expansion development and test team in Bangalore, India.

**RAVISENT TECHNOLOGIES**, Malvern, PA

**1999 - 2001**

*Provided embedded firmware and configuration capability to mass market DVD Manufacturers.*

### **Director of Engineering for Consumer Electronics**

Drove user customizable software/hardware DVD reference designs developed by teams in Germany and the US to needs of high volume producers in China, Japan, and Europe.

- Integrated development and SQA organizations in US with primary development team in Germany.
- Drove product design using Windows as a vehicle for customers to customize product firmware look and feel so that a single hardware platform for a consumer DVD could be marketed as a number of different end products.
- Recovered and enhanced a productive relationship between German team and partner in France.
- Established a consulting relationship with major DVD chip manufacturer to enhance their chip design for better software implementation.
- Participated in successful reference design sales to manufacturers in China, Japan, and Turkey.

**SENSAR, INC. (SARNOFF LABS SPIN-OFF)**, Moorestown, NJ

**1998 - 1999**

*Leading edge technology for recognition of people through iris recognition for banking networks.*

### **Sr. Director of Software Development**

Led software and firmware algorithmic design and development in the iris acquisition module as well as design and development of database servers, protocols and interfaces to fit into bank ATM networks.

- Devised and implemented engineering methodology for development and support successfully putting research engineers and application developers on a predictable schedule and improving product quality.
- Led the systems engineering to redesign and implement the iris scan embedded firmware, Windows based application software and custom Oracle and SQL database servers to operate as an integrated unit.
- Established partnerships in financial world in order to facilitate protocol development that would work within their existing networks.
- Researched and implemented network security algorithms in accordance with banking policies.
- Successfully outsourced non-core work to speed development and improve quality.
- Successfully turned out a product that interfaced with ATM networks with minimal disruption in one year and passed every acceptance test on the first attempt.

**SARNOFF REAL TIME CORP.** (Sarnoff Labs spin-off later sold to Diva Systems) , Princeton, NJ

**1995 - 1998**

*Developed SIMD Massively Parallel video server technology to provide the capability to provide thousands of independently controllable video streams for Cable Video On Demand (VOD).*

### **VP, Software Development**

Built and managed firmware/software and quality assurance teams engaged in finalizing and productizing the server.

- Took massively parallel SIMD custom video server HW/SW from research lab to installed product.
- Drove systems engineering and implementation of custom server, system management, and cable TV back end as an integrated product.

- Implemented life cycle methodology in order to ensure delivery of finished quality product resulting in meeting company goals for performance, cost, and schedule.
- Successfully installed systems for multiple cable TV operators.
- Established SRTC and Diva Systems as the first commercially viable VOD vendor for Cable TV.

**QUADMARK LTD. (XEROX SPIN-OFF), Rochester, NY** **1993 - 1995**

*Xerox spin-off providing technology for the development of a miniature (12"x4"x3") portable battery operated 400 dpi printer including scanner/fax and printer modules.*

**Sr. Manager of Software & External Programs**

- Successfully completed and productized the product and resolved a number of supplier quality issues.
- Identified, contracted with, and managed outside firms (mechanical, electrical, and software) in US & Taiwan to create Scanner/Fax and Printer Modules plus a Docking Station with auto paper feed.
- Personally resolved manufacturing issues in thin film device vendor in Japan.

**NORTEL/COMPUTER CONSOLES (CCI) Rochester, NY** **1987-1993**

*Multi-processor fault tolerant database servers (H/W and S/W) for telco 411 and E911 capability.*

**Director of Database Product Development** **1990-1993**

Respected by corporate leadership as a divisional Senior Management Troubleshooter. Assumed responsibility for database product (411 and E911) fault-tolerant client/server systems development including customer facing roles.

- Led and reengineered troubled projects with British Telecom, GTE South, and Bell Canada resulting in improved delivery and quality resulting in improved revenues and customer retention.
- Turned around a major program with British Telecom where server performance and software quality were less than specified – customer subsequently was very satisfied.
- Dramatically improved delivery schedules and quality resulting in improved customer satisfaction and revenue.
- Sponsored design and replacement of bit-slice processor architecture with Motorola 68040 reducing cost and raising both system performance and reliability.

**Director of Systems Engineering and Engineering Program Management** **1989-1990**

- Created a Systems Engineering function providing a holistic broad view of the product design.
- Proposed and created an Engineering Program Management team providing overall multifunctional coordination.
- Reorganized formal QA function and merged it with systems engineers and developers to ensure timely delivery of high quality product to improve team relations, product quality, and timely delivery.
- Improved inter-departmental coordination issues between product management, development, and test resulting in better quality, schedule attainment, customer retention, and improved revenue.

**Section Manager, Operating Systems Development** **1987-1988**

- Custom fault tolerant multi-processor UNIX for large database applications
- Various real-time operating systems supporting communications and voice insertion processors

**SELF EMPLOYED CONSULTANT, (Rochester, NY)** **1980-1987**

*Sub-S corporation providing engineering design services to various customers oriented around implementing board level software on custom hardware architectures. Provided leadership to hardware design teams to design for successful software/firmware and system implementation.*

- Sykes Datatronics – Operating System design and architecture for microprocessor based products. Led team that successfully ported the OS-9 Operating System to Sykes custom hardware.
- Moscom Corporation – Operating system and application design and implementation. Designed and implemented custom real time operating system for hotel telephone billing system.
- Xerox Skunk Works – Provided real time imaging design and implementation for an advanced ion stream printer.

**EDUCATION**

**Rochester Institute of Technology (RIT), Bachelors in Computer Systems, GPA 4/4**

- Outstanding Scholar Award and Phi Kappa Phi Honor Society