

DAVID N. CULBRETH

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A **Business Executive** with a successful 35+ year history in directing marketing, sales, consulting services, and operations in highly technical environments. Hires, trains, and empowers cross-functional teams across geographically disparate locations. Consistently exceeds all business and fiscal objectives through leadership of corporate, entrepreneurial, and non-profit organizations. A published business book author and passionate teacher at Colorado University Boulder – Leeds School of Business for 7 years and at Colorado School of Mines, Economics and Business department since 2018.

CORE COMPETENCIES

Executive Leadership | New Business Ventures | P&L Responsibility/Budgeting
National /International Software and Service Businesses
Business Planning | Product Management/Marketing | Service Engineering
Builds Strong Empowered Teams | Performance Management | Change Management

The RootGroup Boulder, CO 2018 – Present

Member of the Board of Directors

Invited to join the board of directors of this technology reseller and consulting services firm. Working with the President, developed a Strategic Business Plan that was approved by the board. Developed a Marketing Plan to direct marketing and sales activities during 2018 and 2019.

TUV Rheinland - OpenSky Corporation Tolland, CN 2014-2018

Service Development Director: October 2014 – March 2018

OpenSky focuses on IT Infrastructure, Security and Compliance consulting services. Positions include Director of Service Development and Management Consultant, with responsibilities for planning and development of measurable improvements to business operational maturity. Worked with all OpenSky National Practice leaders to develop service practices. Established a service operations group, 10 standard service offerings, a digital marketing program and provided extensive sales training. Also, led OpenSky's internal security program under the CISO, and managed the implementation of a comprehensive Professional Service Automation system spanning Finance, IT, Service Operations and Service Delivery. Supported the integration of a UK acquisition.

VMware, Inc. Palo Alto, CA. 2010-2013

Senior Manager, Global Technology Solutions: December 2010 to July 2013

Recruited to join this \$6B software vendor to lead the newly formed, Americas Cloud consulting practice to architect and deliver VMware's strategic Private Cloud solution in large enterprises. Built a team of 18 Architects, Sr. Consultants and Engagement Managers who implemented VMware's Cloud solution and IP development / training projects. Exceeded 2011 annual practice goals by mid-year. Simultaneously, served as Executive Leader for the largest investment project in VMware's history with JP Morgan Chase, one of VMware's largest strategic accounts. Involving 70 participants from both companies for 9 months in 2011, we evaluated JPMC's virtualization and Cloud environment (50 data centers) to determine gaps and recommendations for improvements to VMware product, and JPMC processes and organization.

In May 2012, invited to lead VMware's Solution Product Management (SPM) group with responsibility for 104 VMware professional services offerings across all solution areas. Activities include global services strategy, business planning, service definition and GTM launches for services engineering. Portfolio Management was driven with multi-departmental communication spanning VMware service engineering, partner teams, and professional services organizations in AMER, EMEA, and APJ. In 2H 2012, SPM and Service Engineering teams completed 30 new and updated standardized service delivery kits in support of VMware's vCloud Suite initiative with 97% attainment against our business SLA.

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Forsythe Solutions Group, Inc. Skokie, IL. 2004-2010

Director of Operational Strategy: October 2007 to August 2010

After successfully building the professional services business in the western U.S., asked to lead operational strategy and corporate initiatives for Forsythe's operations, sales and marketing. Improved product quoting (\$900K) turnaround by 20%. In sales, established a Strategic Account Management program and built a financial analysis/ROI tool that improved our account managers' ability to sell higher in our largest named accounts. In January 2010, took over Solutions Marketing team of 13 with responsibility for solutions collateral development, 100+ regional marketing campaigns and Coop funding operations. Marketing campaign budget of \$1.6M generated \$5.4M in direct attached business.

Director of Professional Services: April 2004 to October 2007

Hired by Forsythe, a \$1B Infrastructure Systems Integrator, to turn around two professional services regions – Mountain States and Western. Within two years, grew revenues from \$2.3M to \$10M focusing on infrastructure architecture and consulting across the entire IT data center. Developed service solutions emphasizing high-end storage and network, and built the regional service team to support that business direction.

Promoted to Director in July 2006 responsible for three sales regions in Forsythe's largest practice, Systems Solutions Group focused on servers and storage. Service revenues grew 27% year over year by the end of 2006 to \$13.2M. Managed 16 consultants and project managers on 60 projects, and proactively supported 100 pre-sales service opportunities across the three regions. Customer satisfaction scores averaged 4.7 out of 5 – one of the highest ratings in the company.

Coachcom, LLC Denver, CO. 2002-2004

Founder / COO: July 2002 to April 2004

Utilized seed capital to start up a wireless broadband business. Established a strategic partnership with Hughes Network Systems and implemented three wireless broadband pilot sites for high-speed Internet access via Direcway Satellite services. By the summer of 2003, established 1) a viable Satellite-based, Wi-Fi system with Hughes, 2) a revenue stream from a subscriber base, and 3) a joint venture relationship with Cummins, Inc.'s Power Generation Group to build and market a network of wireless broadband sites and an associated industry website.

CSG Systems, Inc. Englewood, CO. 2000-2002

Executive Director: July 2000 to May 2002

Invited to join as Executive Director of Professional Services at this \$700M software company providing Customer Care & Billing (CC&B) solutions. Responsible for start-up of two service organizations – Custom Software Development and Professional Services Group for international implementations of a newly developed enterprise CC&B software offering. Developed all service processes, service offerings, hired key personnel and worked with an international sales team to launch the PSG business. With P&L responsibility, built an organization of 60 consultants, implemented financial operations and launched initial projects in Latin America and Germany. Enterprise-wide projects were in the range of \$500K to \$7M with vertical teams for business processes, data migration, system configuration, training and interface development.

Information Industries, Inc. (Triple-I) Denver, CO. 1997-2000

Vice President and General Manager: 1997 to 2000

Recruited to join this privately owned, mid-sized, IT consulting firm as Vice President and General Manager to help them transition from a pure staff augmentation firm to a project-oriented consulting firm. General management responsibility of the Southwestern regional office included overall P&L responsibility (\$7M), sales coverage from

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Denver, CO to Dallas, TX, 50 consultants and 10 staff personnel. Conducted a turnaround of business unit profitability in 1997 – 1998. Grew revenues by 76% over two years 1998-1999.

In 1998, a consulting practices for e-Commerce/CRM which was developed into a national consulting practice. Invited to become an officer in the corporation in March, 1999. As the lead for business development on large engagements, sold an e-Commerce engagement for Java application development project for an e-Education company that grew to \$15 million. Project engagements included management consulting and vendor analysis for CRM and Knowledge Management systems.

Access Graphics, Inc. (now Avnet) Boulder, CO. 1993-1997

Director, Integration and Consulting Services: 1995 to 1997

Joined this \$1.1B UNIX System Distributor in Boulder, CO in 1993. Launched three new business operations with P/L responsibility, providing integration and consulting services to 5000 Access resellers and large system integrators. Established strategic partnerships with Sun Microsystems, Sun Professional Services and Amdahl (Business Solutions Group) for integration/delivery of Sun systems.

As executive project manager reporting to the CIO, ran a 2 year, \$10M Oracle ERP implementation project. Directed 8 development teams, 15 departmental team leads and a total of 140 team members. This enterprise-wide system was successfully started up in April 1997 with record revenues in the same quarter as startup.

Integration and Consulting Services Manager: 1993 to 1995

In 1995 launched a consulting services business using an innovative business model called the Consulting Partner Network (CPN) that provided national consulting resources. CPN quickly became a corporate initiative for Access as the leading recruitment feature for Sun and Oracle resellers. Initiated operations in 1993 for integration services (P&L responsibility) with clean room Integration Centers in San Francisco, CA. and Harrisburg, PA. Grew the business from 0 to 5000 systems per year and \$1M revenue.

ADJUNCT LECTURER / PROFESSOR:

Colorado University at Boulder, Leeds Business School 2012 to present. Business planning, operations, and IT.

Colorado School of Mines, Economics and Business Fall 2018 to present. Project Management, and Operations and Information Systems in the Engineering and Technology Management masters program.

NON-PROFIT ORGANIZATION:

Board Member for the National Pain Foundation 2000 – 2001. Elected Chairman of the Board in January 2002 for a three-year term. Grew income 500% and established financial stability in 2003. Served as past Chairman from 2005 to 2007.

EDUCATION:

Lehigh University Bethlehem, PA. – 5 Year, Double Degree Program
BS - Metallurgical Engineering; BA - Applied Science

PUBLICATIONS:

DYNAMIC VAULE CHAINS – VISUALIZING AND OPTIMIZING YOUR BUSINESS (2017)

A book that presents a new concept of value chains and business models, and how to optimize the business using competitive strategies and Macro Performance Indicators.

NATIONAL CIO CONFERENCE - PAPER

"Integration on the Run" A business case describing Access Graphics' \$10M "Project Harrier", enterprise business process reengineering and implementation of Oracle Financials, Order Entry, Procurement, and integrated warehouse applications.

ORACLE INTEGRATOR

"Access Graphics Helps VARs Implement ORACLE" Announcing business partnership, involving Sun servers, ORACLE RDBMS and Access integration capabilities.