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(Informal style)

Some Major achievements:

(I focus mostly on non too recent work to avoid still confidential topics)

- As CTO and CPO, turned around, hired/built (doubled) and transformed R&D and the product portfolio from a startup setup (Axios Systems post acquisition by IFS) to a performing large Software R&D organization. Owned Product Management (Plan and roadmap), Architecture (Design), Engineering (Development/Execution) and Strategy for all the portfolio. Released the quite successful best of breed IFS assyst and iPaaS that got IFS ranked as leader by analysts, made IFS meet all its aggressive number targets and win countless of opportunities from competitors. Positioned IFS as a visionary (new) player in ESM, ITSM, ITOM, Digital Transformation and a disruptor in ERP/Enterprise and Industry applications as well on the road towards Autonomous Enterprise.
- CTO (VP Architecture/Technology Strategy) at several large Tech companies for Divisions with Annual revenue of 1.2 to 3.5 Billion USD revenue annually (Oracle (Oracle Fusion Middleware then Oracle CGBU (Communications Global Business Unit – Oracle Largest vertical for Telcos and Medias)), Huawei Software Applications and Services, Ericsson BMUM (~ Ericsson Software), HP Software (Cloud and Application Management then ITOM – IT Operation Management) => HPE Software ITOM => Micro Focus ITOM):
 - Led up to 50 WW direct Technologists/PhDs/Architects and Researchers
 - Up to 6500 R&D dotted line reports for Technology design and strategy
 - Created winning (new) offerings in the marketplace
 - Created winning strategies to take over some markets (e.g. Service Delivery Platform: Introduced at IBM; #2 IT offering for Telco at Oracle, #1 WW offering at Huawei (+ as a result of strategy also #1 in IPTV WW), Survival Fight #1/#2 at Ericsson) or to fight competition (Ericsson SDP, HP/HPE/Micro Focus Portfolio Transformation against players like Service Now, Splunk etc.) and new direction (e.g. proposed in 2010 that Huawei enter the enterprise market, which it did by reorganizing and generated 7.2 billion dollars annual revenue by 2012!
 - Transformed and Turned around HP/HPE/MF portfolio:
 - Consolidated the portfolio that was result of 60 acquisitions and hence products often not working well together:
 - (1) Common Data Model, Integration solutions, UI/UX integration and common experience
 - (2) from products (~60) to 5 suites (of pre-integrated products)
 - (3) from classic on premise to containerized to:
 - Run on premise, on clouds or in PaaS
 - To be compatible with run by customer or offerings by MSPs or By SaaS Service Provider
 - Key to success as incumbent in Centra IT of large company to beat, hold at bay or sometime attack new layers like Data Dog, Splunk, Service Now
 - Created industry activities (+represent and / or coordinate/manage) to support strategy and offerings: e.g. VoiceXML at W3C, Multi-modal at W3C, OMA; Portal Technology at W3C/JCP Push email / Mobile Email at IETF, SIP / Suitable Media / Speech resource management at IETF, ETSI, NFV at ETSI, IT4IT at Open Group, ...
 - Inbound Chief Architect:
 - Best designs, technology choices for R&D
 - Reviews and Approvals
 - Help solve technical / R&D channels through possible new solutions or best redesign / fixes
 - Outbound lead (technology, solutions):
 - Open door and close deals with C-level and technical decision makers:
 - Best design or technology for RFP (not the economics).
 - Create (sometimes on the fly) new solutions and offerings in discussion with customers (e.g. Oracle AIA – Application Integration Architecture; SIP based Intelligent Network transformation (IN))
 - Resulted into biggest deal made by Oracle: USD 10 B over 10 years(AIA) as well as new product line in OFMW: AIA packages and it was the solution that Oracle had to integrate all its apps as well as new acquisition. Key to enabling Oracle strategy and only working solution while oracle spent 7 + years on

- Oracle Fusion Apps that never worked until its more recent offering on Cloud as SaaS.
 - Resulted into acquisition of Convergin and Acme and new offerings
 - At Huawei, met almost every Telco in the world and closed many deals.
 - Enabling the field:
 - E.g. Oracle post BEA acquisition : rebuild Telco competence by working from Singapore; meeting with customers and partners with Field team shadowing me to learn
 - Similar activities now at Micro Focus (remotely)
 - Help design / review / Fix RFP answers / proposed solutions and delivery challenges.
 - Sponsor executive / Coordinator on large and problematic account / projects
 - Define strategy, coordinate activities and represent in industry activities like standards fora (e.g. W3C, IETF, ETSI, 3GPP, JCP, OSGi, TMF, Open Group, ...) , Open sources (e.g. Open Stack, CNCF, ...)
 - Evangelist at conferences / Webinars etc.
 - Technology Strategy:
 - Input to Business on what to invest or divest, who to partner with, who to acquire, due diligences etc.
 - Innovation:
 - Disruptive and moon shots to take over the world. Some outcome of that included:
 - Multi-modal and Conversational computing (Hold some of the key patents licensed by/for Nuance, Alexa, Siri, Google assistant etc.)
 - AIA
 - IN transformation with SIP
 - NFV (Network Function Virtualization) – one of the hottest topics in Telco today
 - IoT gateway approaches
 - Autonomous IT and AI 4 IT
 - Inventor:
 - More than 275 patents (granted and applications)
- Advisor (board) and Acting CTO at several startup where I designed several key technical strategies and product/offering solutions central to success of company. List of companies is large (many domains) and involvement was encouraged by main employer when no conflict. Best Example: Qik – Real Time Video Streaming Startup. I defined offerings and strategy to offer video chats (facetime before facetime) on mobile networks (compatible with latest 4G push of Telcos standards (IMS on HSDPA)) as a way for Telcos to promote 4G. We got many major Telcos in the world and in US (T-Mobile, AT&T and Sprint took newspaper full page ads to promote our video chat. We did not get Verizon, won by Skype. Skype could not deliver. They acquired Qik months before being acquired by Microsoft.
- I changed the industry at least 10 times. A few non exhaustive examples where new products/revenues and impact on company, new standards or new markets and practices:
 - Invented Multi-modal browser (as new UI for car) This led defining SpeechML submitted by IBM to W3C to become VoiceXML: the way to program IVR, Speech Browser and Virtual assistant. VoiceXML is used by every company's IVR today (e.g. the press one or say one types of phone dialog systems). From IBM research I redefined IBM Software group Strategy in telephony (VoiceXML and SIP) which impacted it IVR business (DT-6 => WebSphere Voice and Telephony Server).
 - Contributed to design of standard behind web portals (Portlets in XML (WSFX) and Java) and Business process (WSFL=> BPEL and BPMN)
 - Co design first (IT) Service Delivery Platform (SDP) at IBM (SPDE).
 - Used by Any telco Today (basis for Telco 2.0 stories)
 - Standards at OMA (and Parlay) became basis also for API Gateways (think Google APIgee) or Service Mesh (e.g. Istio)
 - It's Middleware for Service Provider and Anticipated these features in IaaS and PaaS on the cloud
 - Created the market: With IBM, sold it to Sprint, Star Hub and France Telco/Orange.
 - Dominated the IT market at Oracle:
 - Created the SDP Middleware BU in OFWM (by splitting Oracle Mobile into OCS (Collaboration suite) and the new SDP group
 - Make it # 1 IT vendor in SIP server and API GW (with acquisitions of Net4Call, HotSIP, BEA, Convergin)
 - Passed the market leader (Ericsson) at Huawei with Global SDP (for operators across multiple countries), Cloud SDP (telco clouds) and IPTV on SDP: #1 WW in SDP and #1 WW in IPTV

- Defended the fort at Ericsson who hired me (offer on the spot the day I decided to move one) to repeat at Ericsson how I brought an IT approach that won over Network Equipment approaches at Huawei
- Created and pushed at OMA/TMF the OSE (OMA service environment), that has many of the ideas (15 years earlier – before cloud native, containers and Kubernetes) of:
 - Micro Services
 - PEEM as API Gateway (in fact anticipating offerings like Apigee) and ingress / egress services
 - Service mesh as implementation for PEEM
- Designed strategy, specifications and solutions for Mobile Email as strategy to force Blackberry to support Oracle (OCS) that was standard base (Blackberry was focused on growth with IBM Domino and Microsoft Exchange. The whole industry told us it would fail. I manage to play device manufactures and operators against each other's to create a consortium (and Blackberry as well as Microsoft joined) and standardize it at OMA + IETF (Lemonade profile = IMAP/SMTP next release with Mobile capabilities). First to companies to support it: Google and Apple a year before Android/iPhone (Microsoft added feature sin their active sync). When these phones were released, mobile email was no more a differentiator; the battlefield had moved to ecosystem and UX (e.g. touch screen) and Blackberry lost its footings.
- Create AIA (application Integration Architecture) on a Challenge from BT CTO and delivered full PoC in 2 weeks. As a result:
 - Biggest contract ever for Oracle: Oracle First if product support the design (10B USD over 10 years)
 - New Industry pattern
 - New group in Oracle Fusion Middleware
 - New Product offering at Oracle (AIA packs built across OFMW and Oracle apps) + third party packs 9e.g. SAP, Salesforce etc.)
 - AIA is how Oracle managed to integrate its many applications and its new acquisitions while awaiting for Oracle Fusion Apps (rewriting the apps) that never happened.
 - Basis for promotion to CTO of Oracle Fusion Middleware
 - (Later Repurposed with a new design a cloud friendly version to transform HP portfolio)
- Designed IETF SIP and SIP servers (SDP) to future proof and transform IN:
 - Solution designed in one hour over coffee with Globe CTO (Philippines) that resulted into repeatable offering and new sets of product by Oracle
 - Acquisition of Convergin (then Acme)
 - Took over market from Ericsson, Nokia, Huawei, Siemens in JAPAC then EMEA.
 - This key Success is a reason why Huawei hired me asking me to help them be more like Oracle!
- Proposed concept of NFV while at Huawei:
 - Virtualizing network equipment (see Telco cloud => run it in cloud)
 - Became ETSI MANO standard activity
 - Today hottest topic in Telcos besides 5G
 - Implemented first NFV at Ericsson (IMS virtualization). E.g. Today backbone for VoLTE (voice over IP on LTE and Wi-Fi)
- IoT architecture with Gateways – concepts adopted de facto today by all IoT solutions (including Google, Amazon etc.)
 - Huawei M2M initial strategy
 - Ericsson M2M projects in M-health (in US with AT&T and India with Barhi).
- Autonomous IT
 - Can not say too much today about it but it is ongoing since before the interest for AIOps and much more ambitious
- Transformed disparate large IT portfolio into a few cloud native suites compatible with hybrid cloud, PaaS, Containers and models ranging from on premise to cloud deployment and SaaS or MSP offerings.
 - Was hired by former VP IBM Pervasive computing (to whom I had pushed and delivered IBM WebSphere Voice and Telephony server) when he became SVP HP Software to fix the disparate portfolio
 - Took ~ 7 years. SVP quite disgusted by HP challenges within 18 months. I made it happen, sticking through the non-glamorous aspects
 - Bringing Service Assurance/AIOps to Cloud and SaaS, data streaming on-prem to SaaS and OPTIC platform SaaS when adding ESM.
- IT4IT Reference Architecture (Open Group)

- Based on my experience with BPEL (IBM/Oracle) and the standardization of Telecom data model and processes at TMF (eTOM, SID), the transformation mentioned above led to defining equivalent notions (data model and (orchestrated (a la AIA) /customizable) processes) for the whole IT
- We pushed it for standardization at the Open group
- Today adopted by many players (all ITSM and ITOM vendors, many big IT department) and to be seen as a better and more modern way to handle ITIL (and beyond).
- We see it as key enabler of Digital Transformation for Enterprises and of Autonomous IT.

○ ...

Key competencies:

- Covers large domain rarely matched by others: IT, ITOM, Internet, Cloud, Mobile, Telecoms, Network, IoT, Middleware, AI, Conversational
- Very Technical across many domains
- Secret of success: (as illustrated above): 30% Inbound architecture, 30% outbound, 20% Technology strategy, 10% innovation
- Build solid technical design and technology strategy (impacting business strategy) with strong track record of success
 - Disruptor (I create new solutions or ways that nobody ever considered before. Everybody will say it will not work and I make it work, with a large batting average of success: technically: it works but also strategically and business wise: it is widely adopted or it is a new offering generating new revenue or it is simply a new market.
 - The above is done with roadmaps that do not have to boil the ocean or start from scratch: I start from existing assets or strength and evolve into transformed state or new offerings.
- Talent for immediately homing in on a problem (in design or strategy). Fixing may take longer; but I literally smell immediately a problem to the point that many developers, PMs (in my company) or colleagues (in standard activities) were sometimes really scared that I would review their designs or proposals. (My “Ok, but what about if...” or “if ... happens, it will not work” are legendary)
- Ability to technically convince / negotiate (Extremely high batting average / proven record):
 - Internal management cross many products or divisions
 - C-levels and Technical decision maker (best technical solution, technical advice, partnership or even new product or solution based on customer discussions)
 - Industry (open sources, Standards, best practices)
- Hands-on as needed when needed and lead any size of international technical teams (PhDs, Architects, Developers / R&D), and international engineering and development projects (in-house, off-shore and outsourced).

Latest:

- Role: R&D (30% as Chief Architect) as well as (30%) with the field, customers and Industry activities to then contribute technical strategies (30%) and disruptive innovations brought to market (10% AdTech/Research).
- Main Achievements: With TSO team, delivered strategy and architecture for modernized and Transformed Portfolio (50 legacy products to 5 suites, cloud native (on-premise, cloud, SaaS, MSP) and turned around its competitiveness. Evolved suites architecture and features to be deployed on clouds (AWS, Azure, ...), Managed K8S (OpenShift, CNCF K8S, AKS, EKS, GKS, ...) and SaaS (Multi-tenant option designs, IDM evolution, SaaS vs. MSP use cases. Designed and drove ITOM beyond AIOps: AI4IT (Autonomous IT, No Ops or low touch IT/Ops) across ITOM Service Assurance and ITSM/ESM). Planned for SMAX / HCMX ESM to better compete against Service Now and convert SM accounts to SMAX. Contributed key principles to IT4IT (Open Group). Many corresponding patents. Put together strategy and plans for ITOM in 5G and IoT and Edge, as well as fomented the coming disruption by ESM, ITOM, and AI4IT, of CRM/ERP (in Enterprises), and OSS/BSS (in Telcos). Turned around numerous key complex / major customer accounts (Usually multi-suite customers).
- Turned around numerous key complex customer accounts.