

STEVEN C. TOY

CHIEF EXECUTIVE OFFICER • PRESIDENT/CHIEF OPERATING OFFICER • SENIOR VICE PRESIDENT

—Bringing out the best in the team to maximize customer and shareholder value no matter the obstacles—

STRATEGY & EXECUTION • \$50-100M • DIGITAL PRODUCTS & SERVICES • CHANGE LEADERSHIP

Seasoned executive with 25+ years of experience, building start-ups—early, mid and late stage as well as internal ventures—leading revenue up to \$100M across verticals. Experience across Finance, Operations, HR, Sales and Marketing. *Milestones:* Led TaxChat to acquisition in 8 months. Secured \$30M+ funding across companies and rounds.

Leader of pioneering technologies, shepherding hardware, software, e-commerce, social media and user-generated products from concept to revenue and profitability, leading cross-border teams up to 80. Align tech and cross-functional teams with complimentary targets behind clear vision and right goals to move revenue dial. Build strong team culture. *Milestones:* Boosted media EBITDA 50%+ at CheapOair.com. Created digital products to lift revenue from 10 to 50% of Billboard total. Off-shored talent to reduce programming costs at Beema by 75%.

Track record of driving change and getting hard deals done. Close negotiations where there is no precedent. Evangelize and forge paths on behalf of company and industry. *Milestones:* Grew revenue 4 to 5X for two trailblazing tech companies.

P&L
Start-Ups
Fundraising
Financial Analysis
Board & Governance
Product Development
Business Development
Artificial Intelligence
Strategic Partnerships
Cross-Border Teams
Public Speaking
Negotiations
M&A

EXPERIENCE

VENTURE LEAD

Ernst & Young, New York, NY

Nov. 2016 to Present

CHALLENGE: Help a very large company think and act as an entrepreneur at the intersection of AI, Blockchain and Tax

APPROACH: Assisted teams across sub-service lines (SSL) attain fast wins and MVPs rather than define entire business models

SCOPE: Focused on AI tech including: Machine Learning, Natural Language Processing and Generation as well as Blockchain

Accomplishments:

- ❖ Worked on integrations with IBM Watson, Microsoft LUIS, Amazon AI Services and Google Cloud Platform
- ❖ Initial products include NLP for searching Tax Guide, Machine Learning for classification and NLG for reports
- ❖ Served as coach and mentor for both internal EY professionals and EY University outreach
- ❖ Represent the Foundry on Americas Tax Innovation Council which is tasked to drive innovation through \$4b+ vertical

CHIEF EXECUTIVE OFFICER

TaxChat LLC, New York, NY

Jan to Nov. 2016

CHALLENGE: Founder with legal background needed experienced leader to optimize revenue and achieve a liquidity event

APPROACH: Focused team on accelerated design decisions and product launch, and aggressive customer acquisition

SCOPE: Scalable team of up to 100+

Accomplishments:

- ❖ Completed and launched brand new product and product category in time for tax season
- ❖ Acquired first customers in crowded market with loud competitive noise through aggressive marketing strategy
- ❖ To fill top of customer funnel, led multiple partnership discussions, which ultimately led to timely acquisition
- ❖ Spearheading execution of acquisition, including integration and winding down of TaxChat team and entity

SENIOR VICE PRESIDENT & GENERAL MANAGER – MEDIA, HOTELS, CARS & CROSS-SELL

CheapOair.com (subsidiary of Fareportal Inc.), New York, NY

2013 to 2015

CHALLENGE: Grow all ancillary revenue as company aligned behind strategic decision to deepen focus on air revenue*APPROACH:* Set strategy, lobbied for aligned team targets, upgraded data capability and closed on non-traditional deals*SCOPE:* \$4B+, 3,200-employee ecommerce company; Led \$100M+, cross-border/matrixed dept. of 80, 4 brands, 7 products**Accomplishments:**

- ❖ Increased revenue per air ticket 47% in first 3 quarters of 2015 via cross-selling and launching three new products
- ❖ Boosted EBITDA 50%+ year over year for media group
- ❖ Achieved highest quarterly revenue for hotels and cars in Q3 2015

GENERAL MANAGER – DIGITAL

Billboard.com (owned by Prometheus Global Media), New York, NY

2011 to 2013

CHALLENGE: Grow digital revenue, navigating major transition to digital and consumer mindsets, and leadership instability*APPROACH:* Reset strategy, cleared path for team to reinvent site, and collaborated with editorial to drive readership*SCOPE:* 10M traffic, 150-employee trade publication; Responsible for creating digital products with 15-employee team**Accomplishments:**

- ❖ Built products that grew digital revenue from 10% to 50% of total grossing +\$10M, average monthly views up 30%, trebled social media audience to 3M, lifted music awards social activity 7X year over year
- ❖ Built brand in consumer space through leading-edge digital products, assets and events, including several 'firsts', such as 3rd largest event in Shazam history and largest playlist following in Spotify history with 1.5M+ followers

CEO & CO-FOUNDER

Beema Animations (owned by Beema Inc.), San Francisco, CA

2007 to 2011

CHALLENGE: Scale capability built within Beema Services by shifting from services to product business*APPROACH:* Developed first video-messaging application that put user-generated audio into mouths of avatars*SCOPE:* \$15M, scalable, cross-border team of 5 to 15**Accomplishments:**

- ❖ Raised \$1.5M from angel investors, starting in 2004
- ❖ Developed app that gained thousands of users years before tipping point of video social platforms and culture
- ❖ Integrated app into all major mobile providers and social network platforms

VICE PRESIDENT – SALES

Software Secure Inc., Boston, MA

2004 to 2007

CHALLENGE: Sell pioneering technology, closing deals with no precedent*APPROACH:* Established Sales function, and evangelized industry and company*SCOPE:* \$1.7M, 12-employee company in digital security for online test taking; Responsible for sales team of 5**Accomplishments:**

- ❖ Grew revenue almost 5X in three years, while achieving 95% customer renewal rates
- ❖ Oversaw development of top revenue producing hybrid software, hardware and SaaS product, including finding team leader, building team across US, China and Russia, and negotiating to ensure profitability

CEO & CO-FOUNDER

Beema Services (owned by Beema Inc.), San Francisco, CA

1996 to 2004

CHALLENGE: Companies were seeking trusted experts to support their foray into digital strategy*APPROACH:* Founded agency to provide cutting-edge, multi-channel services, and contributed as early thought leader*SCOPE:* \$15M, scalable, cross-border team of 7 to 20**Accomplishments:**

- ❖ Founded and led company to \$15M across three offices and 100+ clients, such as Baxter, Cisco, IDG and eBay
- ❖ Developed innovative offerings, including first video email solution, partnering with Responsys (now Oracle)

VICE PRESIDENT – FINANCE, HR, BUSINESS DEVELOPMENT & OPERATIONS

ICTV Inc. (now ActiveVideo), San Francisco, CA

1991 to 1996

CHALLENGE: Build operations for early interactive TV company, and shepherd long, cross-functional sales cycle*APPROACH:* Led four departments, Board relations and product committee, and built brand awareness as public speaker*SCOPE:* \$9.2M, 110-employee company; Responsible for budget management and 90 employees**Accomplishments:**

- ❖ Supported 4X+ growth, establishing and scaling business development and back office infrastructure
- ❖ Played key role in securing \$30M+ from investors, such as IBM, and in landing first sale which generated \$5M
- ❖ Led team to develop first interactive TV system (which won \$260M from Verizon for patent infringement in 2012)
- ❖ Aligned company behind strategic shift to platform focus, handling major resizing and change management

VICE PRESIDENT – SPECIAL PROJECTS

TIA Ltd., Sydney, Australia

1989 to 1991

CHALLENGE: Prevent government censorship of advertisements for member companies, reporting to CEO*APPROACH:* Led multi-pronged lobbying strategy, navigating tense negotiations with top most officials*SCOPE:* \$10M, 12-employee organization; Responsible for management of budget, vendors and 3 employees**Accomplishments:**

- ❖ Successfully prevented all legislation that restricted advertising

PROFESSIONAL AND CIVIC AFFILIATIONS

Board Member, ProLiteracy, Syracuse, NY

2016 to present

Chairman Emeritus and Board President, Vision Literacy, Millpitas, CA

1996 to present

Board Member, Literacy Volunteers of Massachusetts, Boston, MA

2005 to 2007

Volunteer, U.S. Small Business Administration, San Francisco & San Jose, CA

1998 to 2004

EDUCATION, HONORS & AWARDS

SWARTHMORE COLLEGE, Swarthmore, PA

B.A., Economics

Varsity Sports: Soccer, Football, Lacrosse, Swimming & Diving

Certification of Special Congressional Recognition from Zoe Lofgren, U.S. House of Representatives, 2011

Junior League Crystal Bowl Award Winner for Leadership in Volunteerism, 2011