

BILL BREWSTER

Greater Denver, Colorado

VIDEO /AD OPERATIONS / TECHNICAL OPERATIONS / SUBSCRIBER OPERATIONS / PRODUCT MANAGEMENT / STRATEGY

I am an experienced Cable TV operator and media executive with skills that range from **Video Strategy, Product Management, Ad Operations, Subscription Operations, Technical Operations, Business Operations/Finance, and Service Operations**. In my last role, I was Senior Vice President and General Manager of the Service Assurance business at Canoe Ventures, a clearinghouse responsible for stewarding up to 3 billion dynamically inserted ads per month across multiple cable TV operators and serving over 35 million subscribers. Canoe develops advanced advertising solutions and integration that unifies the many-to-many relationships between agencies, programmers, ad tech providers with a diverse cable service delivery networks. The customers I supported were the major network programming groups (NBCU, Disney, Viacom/CBS, Discovery, etc).

My role at Canoe was to oversee ad operations, partner integration and onboarding activities, analytics, service quality, and service optimization. The work entailed building out the company's service monitoring and quality offering, much of the front office and back office infrastructures, internal business processes, programmer and MSO workflows, monitoring tools, business and operations metrics...the necessary services and components to optimize ad insertion on the cable TV platform and run a business. After a Canoe's Ad Decision Service (ADS) software was transferred and integrated to our client's third-party ad tech providers (Freewheel & GAM), the Canoe Service Assurance™ operations became the company's core business and primary revenue source.

My background is in solution development, taking service initiatives from concept to execution through design, prototyping, piloting, deployment and support. In some cases, these solutions have been marketed and sold as stand-alone products. Mostly, these solutions have been required to support a larger service offerings. In some cases like Canoe or Comcast's *Video Service Desk*, I have built organizations from the ground up to support an entire operation.

Through my career in Cable TV operations, I have managed national product and operational support deployments, built national operations centers, and provided financial/operations support to business cable (B2B) services.

Senior Executive Leadership | Governance | Team Building & Leadership | Program Management | Business/Finance Management | P&L Accountability | Complex Negotiations | Strategic Planning

PROFESSIONAL EXPERIENCES

Canoe Ventures – Denver, CO

2010-2022

Advanced advertising joint venture established to provide inter-connections between content programmers, ad tech providers, and multi-system cable operators (MSOs) to monetize advertising inventory across the digital ecosystem. Solution provider for Dynamic Ad Insertion for OnDemand (VOD) and Addressability.

SVP & GM OF SERVICE ASSURANCE

Led the technical support, operations, sales/marketing groups at Canoe to drive growth and manage expenses of the core Canoe Service Assurance™ business as the company turned its attention to the development of a scalable addressability solution for our clients' STB VOD and Linear ad inventory. Responsible for repositioning traditional STB VOD Service Assurance business to supporting emerging and established video services that are *internet-delivered* and *viewed on the big screen TV*, the traditional iAB definition of Connected TV (CTV).

Managed top-line revenue of ad insertion activities on STB VOD in a declining overall market of ad activity on this platform. Advised clients and MVPDs on configurations and business practices to help drive optimization of inventory utilization. Developed analysis and metrics to support business cases and presentations for identifying opportunities and driving change.

Managed infrastructure expenses of STB VOD business, transitioning remaining programmer groups on Canoe's ADS platform to a third-party platform to reduce the cost of operations and support. Negotiated third-party ADS agreement.

Developed strategy and built business case to prioritize a strategy that extends Canoe's Service Assurance

business to the various streaming Media, Platform, Application and Business Models that make up the CTV streaming marketplace. Integrated the Canoe Addressability with Service Assurance to provide a comprehensive offering that solved for multiple CTV challenges with traditional and enhanced campaign management through addressability. Co-developed a strategy with MVPDs for bringing all MVPD Linear and VOD streaming services under the Canoe Service Assurance™ umbrella while expanding the Canoe revenue potential multi-fold.

VICE PRESIDENT OF OPERATIONS

Stood up and operated a \$1BB plus ad ecosystem for Programmers and MSOs to monetize VOD. Built and managed Canoe's operations; hired, trained, led, managed a team of application engineers, software engineers, operations engineers, DBAs, and tier 1 & 2 support engineers. Using Kanban, ITIL, Agile, and DevOps methodologies, established and executed the company's strategy for operational excellence in three areas: onboarding of programmers and third-parties to the ecosystem, onboarding of cable operators to ecosystem, and overall service assurance to maintain the integrity and revenue yield of the ecosystem.

Integrated content owners to Canoe platform, building a streamlined process for onboarding new customers to the Canoe DAI platform. Provided executive-level interface and managed customer integration for success by project managing content owners as they executed the development of technical and operational requirements. With tools, processes, and project management provided by Canoe, enabled over 100 television networks to deliver scalable and tested workflows for DAI ahead of schedule and with excellent customer survey feedback.

Managed systems deployment across Canoe MSO partners, providing executive-level interface and leading multiple internal organizations within cable operators through a process that resulted in the integration to the Canoe ecosystem. Deployed, validate, and third-party certified (*Media Research Council*) interfaces to cable operators.

Created a world class Service Assurance organization, campaign trafficking and account management teams, that optimized monetization of VOD (*OnDemand*) television content. Defined, built, and deployed fault management tools for both runtime and metadata distribution work streams; established ecosystem service-level thresholds. Managed performance through extensive hierarchy of reporting, dashboards, and executive-level engagement. Built out and certified (*Media Research Council*) extensive library of policy and procedures for managing Canoe ecosystem. Developed campaign trafficking team that performed inventory planning, campaign order entry, and campaign management working with our programmer client/partners.

Shattuck-St. Mary's School – Faribault, MN 2022

2013-

Shattuck-St. Mary's (SSM) is a 164-year old non-profit, coeducational, Episcopal-affiliated boarding school in Faribault, Minnesota. The school is recognized for its Centers of Excellence (COE) programs in hockey, soccer, figure skating, golf, Engineering, BioScience, Vocal Performance, and Pre-Conservatory Music. Known internationally for hockey, the school has won 27 USA Hockey National Championships in 20 years (Men's & Women); had 93 students drafted into the NHL, 38 of which are currently playing; advanced over 1000 student/athletes to NCAA D1 or D3 schools; produced 23 Olympians (6 Gold Medalist and 6 Silver Medalists); produced 36 current and former USA National Hockey Team Players. SSM has produced more 'Big-4' (NFL, NBA, MLB, NHL) professional athletes AND more members of the men's and women's USA National Teams (all sports) than any high school in US history.

VOLUNTEER TRUSTEE/CHAIRMAN OF THE BOARD

Chaired committee that conducted oversight of the school's \$30 million business operations, including operations budget, capital budget, cash management, bank and capital market finance, endowment, and annual audit.

Chaired select committee and board resolution to approve a \$50 million Master Campus Plan of building improvements and additions, including new dormitories, athletic facilities, and a student union building. Supported all fund-raising efforts to complete this initiative. Left the school with physical plant legacy for the next 164 years.

Chaired select committee and led all contract negotiations with CEO. Facilitated transition from long-time retiring CEO to a new CEO, while maintaining confidence in all fundraising efforts and minimizing disruption to

the school's operations. Conducted search and evaluation of CEO candidates. Lead board negotiator and facilitator for all employment contracts, severance contracts, non-profit 501(c)(3) compliance, and performance bonus agreements. Chaired select committee on all annual performance evaluations. Set the direction of the school for the next decade.

Olinda Solutions, LLC – Denver, CO

2007-2010

Professional services firm focused on the development of world-class video strategy, engineering & operations; offshore engineering services provider for cable TV set-top box integration and set-top box application development.

SINGLE MEMBER & MANAGER

Developed domestic and international engineering services business, placing and managing software developers and test engineers on set-top box integration projects. Managed offshore project teams and both onshore and offshore client relationships.

Provided engineering consulting and project management, managing the development of the architectural framework and business case that laid the foundation for Comcast's award-winning Xfinity X1 cloud-based video set-top box. Combined market research, technology surveys, extensive use-case development and functional & technical requirements to produce a solution statement and architectural design that informed the Xfinity X1 initiative.

Provided engineering, operations, and project management consulting, managing the creation of Comcast's national video operations team. Led a team to deploy and operate the TiVo user interface and OCAP middleware on legacy Motorola set-top boxes at Comcast. Used learnings from the TiVo experience to successfully set up Comcast's national *Video Service Desk*, centralized operations; repositioned operations assets and people; developed and transitioned a portfolio of service assurance tools, processes, training, deployment playbooks, and troubleshooting guides to a team of consultants to permanent Comcast employees.

Mentis Broadband Solutions – Denver, CO

2001-2007

Software product and professional engineering service firm focused on Billing and Operational Support solutions for the cable and satellite TV industry.

VICE PRESIDENT OF SOLUTIONS

Performed business development, solutions architecture, sales engineering, account management as the owner of a \$3-\$5 million book of annual software product and service business.

Developed a Sales and Service Delivery product portfolio, providing sales and operations applications that fully integrate to legacy billing and operational support systems. Spearheaded the acquisition of a core integration platform for real-time access to legacy IBM mainframe infrastructure (CSG, ICOMS, CableData). Licensed platform and application components as part of portfolio offering.

Delivered award winning, real-time serviceability and buy-flow solutions for cable TV/broadband service. Created streamlined desktop buy-flow applications for call center, outside sales force, and self-service channels.

Produced real-time web and mobile workforce automation solutions for cable TV and satellite field forces. Created web- and mobile-enabled order management system for third-party field service organization (satellite) and internal field service groups (cable & satellite) to efficiently manage work orders in legacy BSS/OSS systems.

Developed an Order Management product that integrated to legacy billing and third-party cable VOIP services provider for an MSO, building automated workflow solution for streamlined ordering, order-handling, order fallout and fulfillment/installation of voice services.

Sold and account-managed several professional service and engineering projects, including billing and OSS package selection projects for two consumer satellite service operators, two cable/telephony order management projects, and multiple IP set-top box integration projects.

MaketheMove.com – Denver, CO

2000-2001

Web-based concierge service, managing the disconnect and reconnect of subscription services (gas, electric, phone, cable, magazines & newspapers) during a household move.

DIRECTOR OF BUSINESS DEVELOPMENT

Developed partnerships and managed sales, leveraging the revenue generating potential of service transfer engine. Executed a partnership development program to achieve goals of an A-round of funding.

TCI/AT&T Broadband – Denver, CO

Cable TV and Broadband service provider.

1995-2000

DIRECTOR OF BUSINESS OPERATIONS

Managed the selection and implementation of a Sales Force Automation package, developing comprehensive business case, RFP, project phase planning, package and prime contractor selection, and implementation.

Managed the selection of a Customer Qualification solution, developing comprehensive business case, RFP, project phase planning, package and prime contractor selection, and implementation.

MANAGER OF BUSINESS OPERATIONS

Finance and operations manager for cable/telephony launch, leveraging cable TV infrastructure to offer a switched telephone product to the largest multi-family apartment complex in the US. Developed business case, capital budgeting, and managed annual budgets for the business. Conducted vendor selection and negotiated contracts. Developed service delivery and service assurance operations.

Finance and operations manager for signal security and debt recovery operations, reducing theft of service and lowering the cost of recovery of bad debt and customer premise equipment. Developed business case for investing \$10 million in a theft of service program. Managed operations, including measurement, field training, and vendor QC. Program identified over 700,000 unauthorized households, and converted 230,000 households to cable TV subscribers over an 18-month program, and generated \$35 million in annual revenue. Recovered nearly \$1 million in settlements from illegal set-top box households. Negotiated **master services agreements** with debt collectors, saving the company \$2 million per year in fees. Conducted vendor selection and negotiated contract to outsource cable TV truck fleet maintenance services, saving the company \$1.3 million per year in internal costs. Completed **General Manager** training program.

United States Senate – Washington, DC

Senator Malcolm Wallop

1990-1993

LEGISLATIVE AID

Managed defense, foreign affairs, immigration and trade, providing support to the senator and staff on these issues and managing communications with constituents and constituent services.

ASSISTANT PRESS SECRETARY

Conducted press relations for local and national media, producing press releases, speeches, and correspondence on foreign affairs, defense, immigration and trade.

EDUCATION & CREDENTIALS

MBA, Finance/Entrepreneurship
University of Wyoming

Certifications: Statistics, Machine Learning, and IoT
Columbia University

BA, History, English Lit
University of Colorado

Master Tech, Cable TV Installer, Installer
Technician, Service Technician
NCTI

Languages
Portuguese