

ROBERT M. SMYTHE P. ENG.

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CAREER SUMMARY

A senior business leader with a unique combination of technical and operational expertise who excels in driving change by revamping products, services and processes through effective strategies and understanding customer needs at both the strategic and tactical levels. Broad knowledge of the financial industry with particular expertise in wealth management, capital markets and banking. Financial industry expertise includes marketing, service delivery, operations, regulatory processes, information technology and telecommunications. A proven creative leader with strong analytical capabilities and the ability to build effective client focused teams.

Intelcheck Services Inc., President

1994-Present

Established an information systems and management services consulting firm focusing on the financial and communication industries. The company carries out client assignments directly and also under contract with other organizations. The following are some of the assignments undertaken:

➤ **Stratix Consulting, VP Research and Market Development** **2006–2009**

Responsible for market development and research including the management of the very successful Canadian Electronic Trading Conference that attracts over 350 delegates annually. Initiatives included writing 12 articles and 6 white papers on financial industry directions as well as developing an indexed database with over 6000 articles and white papers on the latest industry trends. Assisted in recruiting and enhancing the expertise of staff, assigned to work on capital markets and banking projects, that contributed to Stratix gaining recognition for having expertise in these areas. In addition to corporate responsibilities participated in several client projects including:

- Project manager for TD wealth management reconciliation project 2006-2007
- Subject matter expert for NBC IT restructuring project 2008
- Subject matter expert for SunGard Canadian market expansion initiative 2009

➤ **eClientscope Inc., Principal** **2000–2006**

Intelcheck Services established eClientscope Inc. in conjunction with two other companies to carry out consulting and research initiatives within the Canadian financial industry. In 2006 Intelcheck Services acquired full control of eClientscope Inc. and subsequently transferred the brand equity to Stratix Consulting. The following assignments were carried out by Robert on behalf of eClientscope:

- **IDC** **2003-2006**
Research initiatives investigating mortgage and credit card lending, GIC transaction processing outsourcing, Canadian insurance industry business drivers, Canadian financial industry STP readiness assessment, investment manager best execution and operational efficiency.
- **FIX Protocol Limited** **2005**
Joint venture to stage the first Canadian electronic trading conference.
- **TELUS** **2004-2005**
Developed training manuals and ran training sessions for TELUS executives to prepare them for meetings with C suite executives. Assignments also included an assessment of P&C insurance industry communication needs and a financial industry customer experience review.
- **BMO** **2002**
Acquired and directed the institutional trade matching and STP assessment project for BMO. This involved establishing a joint venture with Capco that ultimately established the foundation for Capco's entry into the Canadian financial industry marketplace.
- **Canadian Capital Markets Association** **2002-2004**

Acquired the contract to establish the Program Management Office for the institutional trade matching initiative and was responsible for the ongoing managing of the initiative.

▪ **Canadian Depository for Securities** **2000-2002**

Acquired major assignments for eClientscope to develop e-Business and corporate strategies

➤ **Assessment Appraisal Division of Intelcheck Services** **1995-2000**

Established the business plan, recruited the staff and developed a unique database and application to identify potential tax savings for all properties in Toronto. Acquired over 5000 clients through effective direct marketing and achieved property tax rebates of over \$6 million for these clients.

➤ **Canadian Satellite Communications – Interim CIO** **1995-1996**

Developed and implemented a strategic information technology plan required to support the growing organization while stabilizing existing computer systems and developing an integrated order entry, inventory, billing and help desk solution.

➤ **International Verifact Inc.** **1994-1995**

Built strategic alliances with major clients who utilized IVI point of sale credit and debit card systems, develop a strategy to acquire a point of sale equipment manufacturing subsidiary from a client and developed the organizational structure for an equipment leasing subsidiary.

ROYAL TRUST **1986-1994**

Vice President Retail Banking (1991-1994)

Responsible for the deposit portfolio, retirement products and electronic banking services. Deposits exceeded \$14 billion, generating over \$150 million in revenue and a profit of \$20 million. Directed marketing, electronic banking services, systems development and banking operations supported by a lean organization of less than 200 staff across Canada, serving 1500 sales staff and 800,000 clients.

- Grew deposits by \$1.6 billion (11%) in 12 months by initiating innovative financial products.
- Integrated and re-engineered the marketing, system development and operations functions, thereby reducing system development time 50%, personnel 30%, and operating cost 20%.
- Made it a company priority to exploit the cost and reach advantages of electronic banking.
- Removed regulatory barriers restricting Royal Trust's access to electronic payment systems by stimulating development of new rules and standards via alliances, regulatory initiatives, board memberships and senior committee roles in the Interac and Canadian Payment Associations.
- Expanded Royal Trust distribution channels via joint ventures with retailers, brokers and other financial service companies, in order to compete on an equal footing with larger competitors.

Vice President Corporate Support Services **1988-1991**

Corporate Support Services position included responsibility for IT, telecommunications, electronic banking, premises and administration on a company wide basis. Operating budget was \$140 million while capital expenditures averaged \$20 million per annum. Managed 450 staff.

- Downsized information services, eliminating redundancies between internal staff and outsourcing service providers; simplified software development and optimized existing applications.
- Established a printing and distribution facility with \$10 million in internal and external annual sales. Continuous process improvement provided error free service and annual savings of \$2 million.
- Reduced occupancy costs 10% per annum by focusing property management staff on effective use of space, persistent control of operating costs and aggressively negotiating lease terms.
- Established a management consulting group that re-engineered over 30 banking and trust processes, eliminating over 200 positions.

Vice President Information Services **1986-1988**

Responsible for Information Services involving computer operations, telecommunications, project management, quality assurance, data security and systems development. Initiated and provided leadership for an association of CIO's from seven major corporations controlled by Royal Trust's parent organization.

- Initiated and oversaw the implementation of a corporate voice, data and email network that transformed corporate communication processes while saving \$1 million annually. Extended the network to support the communication needs of other companies controlled by Royal Trust's parent.
- Reduced processing costs 20% annually during a period of application growth of 30% per annum. Improved systems availability from 96.0 to 99.6%.
- Maximized the value of the 49% Royal Trust owned computer service outsourcing company that provided processing services to Royal Trust and over 100 other corporations by guiding its restructuring and business focus to enhance service quality, efficiency and profitability.

BANK OF MONTREAL

1976-1986

Director, Communications and Facilities (1980-1986)

Director, Facilities and Administration (1976-1980)

Managed voice and data communication services globally for 30,000 users located in 1250 locations. Managed 1 million square feet of computer and data processing facilities in 10 sites including administrative support services for 3000 staff. Directed a multi-disciplinary team of 150 staff with annual expense and capital budgets of \$90 and \$40 million respectively.

- Established the first integrated voice and data communications organization within a Canadian financial institution and established the first worldwide financial industry integrated network.
- Developed the facilities management, administration, and physical and data security functions from the ground up for an information systems division with an annual operating expense of \$250 million.
- Determined the criteria and obtained board approval to build an ultra reliable \$60 million, 500,000 sq. ft. computer centre.

KEITH ASSOCIATES, CONSULTING ENGINEERS

1962-1976

Partner and Director (1967-1976)

Electrical Engineer (1962-1967)

Established a highly profitable practice with responsibility for business development and system design which included professional accountability for the electrical and automation systems in major computer centre, institutional, commercial and industrial, projects with a total value in excess of \$1.5 billion. Managed a group of 50 professional engineers and technicians and monitored the activities of contractors, tradespersons and operations staff.

EDUCATION

Mc Gill University, Bachelor of Electrical Engineering (Electronics and Computer Science Major) 1962, Master of Engineering Programme (Course work complete)

Concordia University, Commerce Programme (3 years); Queens University, Kingston, School of Business Executive Programme; Trust Industry Institute, Licensed Mutual Fund Salesperson

ASSOCIATION POSITIONS

Canadian Payment Association:	Member of the Senior Planning Committee	1991-1994
	Chairman of the Bill Payment Task Force	1990-1994
Interac Association:	Member of the Board of Directors	1992-1994