

**Executive Profile:  
Byron G. Holland**

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### PROFILE

- A seasoned, senior leader with over 15 years of direct P&L responsibility, the last six as the CEO and President of one of the fastest growing, most respected Top Level Domain (TLD) Registries globally.
- An entrepreneur, with extensive experience in corporate governance, capital raising, financial management and strategic planning that has demonstrated significant positive results for both private sector businesses and not-for-profit private corporations.
- A leading edge, strategic thinker with an unparalleled skill for bringing high-level vision to operational reality.
- An exceptional communicator that has embraced multiple channels, including social and traditional media, to effectively deliver tailored messages to diverse audiences.
- A supporter of the free and open Internet and an outspoken advocate for the multi-stakeholder model for governing the Internet.

### CAREER HISTORY

#### Canadian Internet Registration Authority (CIRA)

Ottawa, Canada

*The Canadian Internet Registration Authority (CIRA) is the not-for-profit corporation that operates Canada's .CA domain name registry and Domain Name System (DNS). CIRA develops and implements strategies to grow and develop Canada's Top Level Domain (TLD) Registry, build its Registrar channel to market, as well as represent the .CA registry internationally.*

**President and Chief Executive Officer**

**2008 – Current**

**Director, Board of Directors**

**2008 – Current**

Reporting to a diverse, member-elected Board of Directors, my original role as President and CEO was to fundamentally transform the organizational culture by modernizing and maturing CIRA's people, processes and technology. Responsibilities include the formulation and implementation of strategy and the execution of operational plans, organizational P&L and sales growth, as well as maintaining system integrity, management infrastructure and external relationships.

My key successes in this role include the following:

**Lead Organizational Transformation:**

- A complete organizational renewal and restructure has been executed which reshaped the senior leadership team for high performance and organizational effectiveness.
- Implemented significant culture change from a technology focus to one that is customer-centric and performance based, explicitly linked to corporate strategy and annual operating plan.
- Led governance reform initiatives that included bylaw changes and streamlining of processes, as well as increasing the caliber and enhancing the culture of the Board of Directors.

**Strategic Plan Renewal:**

- Working with the Board, I implemented a robust planning process resulting in a new, transformative, long-term strategy for the organization.
- Transitioned the organization from annual planning to three-year strategic and capital expense cycles.
- Updated the organization's mission, vision, values, and strategy to strongly position s.CA for the upcoming deregulation of the domain industry to ensure its long-term position as a market leader in the Canadian domain space.

**Revenue Generation:**

- Led .CA to become one of the 5 fastest growing registries globally, five of the past 6 years.
- Exceeded revenue targets for four out of five years during difficult global economic time.
- Under my leadership, .CA increased market share by 50% and for the first time outsold market leader (.com) in our domestic market.

**Registrar Channel Development:**

- Increased the size and diversity of the .CA sales channel from 100 to 150 CIRA-accredited registrars.
- In consultation with Registrar channel, deployed new registry seamlessly as well as converted to industry standard business rules.
- Created and implemented proactive compliance office, focused on assisting registrars become compliant in addition to managing bad actors.
- Executed first ever "price-off" and "co-op" promotions for .CA to a unanimously positive response and a material increase in .CA sales and awareness.
- Improved .CA ease of use both for Registrars and Registrants, resulting in a doubling of domains under management in four years.

**Operational Excellence:**

- Removed and replaced 10-year-old legacy registry system with a world class EPP, industry standard application. The registry replacement was successfully executed on-time and on-budget, including a complete hardware refresh, database upgrade, and business rule standardization.
- Introduced AGILE development methodology as well as ITIL based operations processes.
- DNS and registry services have achieved 100 per cent and 99.999 per cent uptime service respectively, both achieving target.
- IPV6 full stack was deployed for World IPV6 day and remains in production. Deployed DNSSEC into production during 2013.
- Implemented Project Management Office, a Product Management function, and a standardized Risk Management Register.

**Policy Activism:**

- Worked closely with government, law enforcement, privacy advocates, intellectual property interests, and other stakeholders to modernize and update contentious policies.
- Revised WHOIS privacy protection for individuals through a consultative process, one of the first registries globally to do so.
- Conducted extensive consultations with affected stakeholders and subsequently implemented major updates to Canadian Dispute Resolution Policies. Results have been highly praised, even by opposing parties.

**Domestic Leadership:**

- I have transitioned CIRA from a purely technical organization domestically to being one of the leading advocates for the domain space, related technologies and the Internet.
- I am a regular source for both general and specialized media on Internet related issues. I am a well-regarded speaker for, and regularly speak to diverse groups at national events and for national associations on issues such as DNSSEC, IPV6, the domain industry, and other Internet topics.
- Worked with government and industry leaders to create an annual Canadian Internet Forum, an environment for all Canadians to discuss and contribute to the important Internet issues concerning all stakeholders.
- Under my leadership, CIRA has become a recognized leader in the adoption of social media and enhanced communications activities. The result has been a dramatic increase in organizational and Internet issue visibility.
- On the technical side, CIRA has led a national initiative to enhance Canada's Internet infrastructure by facilitating the development of Internet Exchange Points (IXPs). Since the initiative began 18 months ago, two IXPs have been established, and others are in development.
- Led the development of a program to make strategic investments (financial or other) in the Internet community for the advancement of the Internet community in Canada. To date, CIRA has invested in media literacy programs for youth, develop a national discussion forum on Internet issues, and has facilitated the development of IXPs.

### **Internet Corporation for Assigned Names and Numbers (ICANN)**

*The Country Code Names Supporting Organisation (ccNSO) is a body within the ICANN structure created for and by Country Code Top Level Domain (ccTLD) operators. The ccNSO provides a platform to build consensus, technical cooperation and skill-building among ccTLDs, as well as develop and recommend global policies to the ICANN Board for issues relating to ccTLDs. The ccNSO is an inclusive, 140 country member, multi-cultural, multi-stakeholder organization.*

<b>Chair</b>	<b>2013 - Present</b>
<b>Vice Chair</b>	<b>2009 - 2013</b>
<b>Councilor</b>	<b>2008 - Present</b>

Elected by global peers in the ccTLD community to be Chair of the ccNSO. Responsible and accountable for working with other Supporting Organizations (SOs) and Advisory Committees (ACs) within ICANN and other global Internet organizations, priority and agenda setting, interfacing with ICANN staff, as well as speaking on behalf of the members. Also responsible for selecting and coordinating working group chairs, and provide input into ccNSO submissions to the ICANN Board, the Governmental AC and the National Telecommunications and Information Agency (NTIA).

### **Futura Rewards Inc.**

Toronto, Canada

*The third largest coalition loyalty program in Canada. Provides business intelligence, marketing service, customer relationship management, production and fulfillment, data connectivity and analytics to retailers, consumer packaged goods manufacturers, and service providers, as well as value optimized, motivational rewards for consumers. All rewards earned in the program are transferred into financial assets. The company completed a successful I.P.O. in January 2006.*

<b>Chief Operating Officer</b>	<b>2000 - 2007</b>
<b>Director, Board of Directors</b>	<b>2000 - 2009</b>

As one of the co-founders, I was responsible for leading the organization's growth from initial concept through private equity financings, to pilot, I.P.O., and commercialization. Subsequent to going public, the Board's mandate has been to aggressively scale the business. My mandate was to integrate and support loyalty coalition partners, develop and implement the company's IT systems and infrastructure, manage all outside vendor relationships, and ensure regulatory and payment card industry compliance. Further, I led the Executive Management Committee.

My key successes in this role include the following:

#### **Lead the IT and Operations departments:**

- Responsible for the development of customer-facing website as well as transaction processing engine that supports the entire program.
- Ensured data acquisition, quality and integrity from numerous and diverse sources such as credit card issuers, acquirers, retailers, grocers, and POS vendors.
- Managed print production, POP development and logistics, and supplied over 1,400 retail locations and 60 brand partners with all marketing materials and collateral.
- Negotiated service and purchase agreements from third party vendors in the technology, print, production, fulfillment, and service sectors.

**Developed and implemented a rewards collection methodology unique in the market:**

- Created an innovative new branded rewards collection methodology termed “Rewards Link”.
- Enabled Members to register any MasterCard, regardless of issuer, in the program and utilize that card to effectively become a loyalty collector card. This required the authorization of MCI and the creation of partnerships, and technology development with the three largest Acquirer/Processors and their ISOs in Canada, something that had never been previously accomplished.

**Campaign Management thought leader:**

- Directly responsible for program analytics and customer insights.
- Primary focus was to drive incremental spend, shift, lift, and retention on partner products and services through member insights and targeted, high return marketing campaigns, including direct mail, email and in-store executions.
- From a program perspective, migrating members to credit card products is the key success factor. Futura implemented credit, pre-paid, stored value, and gift-card products to maximize Member spend.
- The co-branded Citi credit card was – and remains – the best performing card in the Citi Cards Canada portfolio.

**Business Development leader:**

- Focused on acquiring major financial services partners for the program.
- Secured MasterCard International (MCI) as the first “pillar sponsor” of the program.
- Secured Citi Cards Canada to be key sponsor of the program, issue a Futura/Citi co-branded MasterCard, and provide the most lucrative cash-back card in the Canadian market.

**Raised \$20 million in venture financing:**

- Collaborated with the Chief Executive Officer and the company’s legal, financial and tax advisors in determining offering structure and corporate finance strategies.
- Developed and implemented financial instruments including straight equity, convertible debt, and units with warrants which were sold directly to angel investor groups, venture capitalists, and institutional investors.

**Key role in successful IPO:**

- Worked with the CEO and the company’s investment bank to direct completion of operational and technology plans, process and security assessments to satisfy due diligence requirements.
- Key participant in IPO sale to the investment community.

**Develop corporate strategy as member of Executive Committee:**

- Contributed as one of a six member Executive Committee that set strategy for the company, evaluated new initiatives, and reviewed major corporate policies and procedures.
- Prepared analysis and assessments of new initiatives and advised the committee on matters affecting the consumer loyalty business.

## **Surf Side Limited**

Ottawa, Canada

*A Canadian specialty sporting goods retailer, focused on the snow and water sports market segments.*

### **Managing Partner**

**1994 - 1999**

As the new owner of an existing sporting goods retailer facing financial challenges, it was my responsibility to recapitalize it and transition the brand image to the upper segment of the industry spectrum. Once accomplished, this transformation ensured the ongoing success for the company.

My key successes in this role include the following:

#### **Led the acquisition of a distressed retailer:**

- Identified potential opportunity and developed acquisition strategy that included structured debt/equity financing.
- Brought together vendors, new equity partners and major suppliers in structured financing, avoiding bankruptcy and satisfying outstanding creditors.
- After five years, I sold business for a 300 per cent return on investment.

#### **Developed and implemented market segment and transition strategy:**

- Created and implemented new business plan that transitioned the business from a discount retailer to market leading, premium priced, specialty retailer in an 'exclusivity' dominated industry.
- Transitioned the brand array from second and third tier brands to tier one, market-leading brands.

#### **Restructured the sales team:**

- Change in business strategy required a significant transformation of the corporate sales culture.
- Modified the sales team composition to better reflect the transition to a service and knowledge-based environment.

#### **Implemented new IT/CRM and inventory system:**

- As a specialty retailer, the plan was to know more about our customers and service them better than any major retailer, and, in order to support this goal a new real time inventory and customer transaction and profile systems was installed.
- I executed a customer loyalty program based on customer segmenting and tiering.

## **Control Data Systems (formerly Antares Electronics)**

Ottawa, Canada

*An American publicly traded computer and peripherals manufacturer. Control Data was one of the original companies to develop supercomputers in the 1960s and 70s. By the 1990s it was focused on the peripherals and service business.*

### **Senior Financial Analyst**

**1991 - 1993**

Control Data purchased Antares Electronics (a Canadian Company) primarily for access into the Canadian market and the existing sales force and customer base. I was a key part of the team responsible for seamlessly integrating the acquisition by transforming the culture, processes and relationships to position the organization for future success.

My key successes in this role include the following:

**Managed non-reseller vendor relationships:**

- Worked with the Chief Financial Officer and the company's legal advisors to determine the optimal transition and re-pricing strategies for the company's entry into Canada.
- Maintained all critical vendor relationships, and secured new ones when required, while driving down costs and improving terms.

**Managed the corporate budgeting process and financial analysis:**

- Prepared preliminary quarterly and annual budgets for the Chief Financial Officer and Chief Executive Officer.
- Assisted and reported on final budgets. Performed all financial analysis for executive management team.

**Responsible for management of variable compensation program:**

- Executed reports and validated sales/margins based compensation for sales force.
- Administered executive variable compensation programs.

## **EDUCATION & ACCREDITATIONS**

TEC (The Executive Committee), CEO Education, 2009 – present

Leading Change and Organizational Renewal, Harvard, Executive Education, 2012

L3 Leadership Development, Executive Education, 2011

Strategic Planning, Queen's University, Executive Education, 2010

Institute of Corporate Directors, ICD.D, 2009

Partners, Directors and Senior Officers Accreditation, Ontario Securities Commission, 2005

Master of Business Administration, Queen's University, 1999

Bachelor of Arts, Honours, Political Science, University of Western Ontario, 1991

Canadian Securities Course, 1988

## **BOARDS/MEMBERSHIPS**

Institute of Corporate Directors (ICD), Member, 2009 - present

CIRA, Director, 2008 – present

The Futura Loyalty Group, Director 2000 - 2009

Camp Fortune Ski Racing Club, Chair, 2010 – present (Volunteer, not-for-profit)

Ottawa Capital Games, Founding and past Director (Volunteer, not-for-profit)

Canadian Ski Instructor's Alliance, Level III Instructor, Level II Coach