# STEVEN R. BRATT, PH.D.

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## STANDARDS AND TECHNOLOGY EXECUTIVE

### GLOBAL LEADERSHIP | INNOVATION | IMPACT

Senior Executive, holding Ph.D. from the Massachusetts Institute of Technology, with demonstrated success in building and leading organizations, achieving consensus in complex situations, serving on Boards of Directors, and driving change through technology on a global scale. Directed initiatives to create next-generation standards, technologies, and systems.

Diverse, Cross-Functional Experience in Industry (SAIC), Government (DARPA) and Standards Organizations (W3C, GS1)
Organizational Leadership: Start-ups, Growth, Change Management, Innovation, IT Strategy
Global Technology Standards Leadership: Web, Internet of Things, Mobile, Big Data, Cloud, Retail, Logistics, Healthcare

## PROFESSIONAL EXPERIENCE

**GS1** – Princeton, NJ / Brussels, Belgium 2012 – 12/2016

*Organization building supply chain, healthcare and Web standards for more than one million companies in 150 countries.*

**CHIEF TECHNOLOGY OFFICER AND PRESIDENT, STANDARDS DEVELOPMENT**

Directed 30 staff with $9M annual budget to lead standards and data systems development (international barcode system, RFID, global product data sharing, traceability), innovation, liaisons with other standards bodies, and corporate IT.

- Re-engineered GS1's standards process to make it best in class, focusing on solutions most valuable to industry, with increased industry participation and completing work faster to meet accelerating industry needs.
  - Reduced time to develop standards from more than a year to between 6 and 9 months.
  - Doubled number of companies participating in standards development (550 companies at year-end, 2016).
- Conceived and launched the GS1 Digital Initiative to leverage GS1 standards in the consumer-facing, online world.
  - Completed GS1 SmartSearch, which embeds product identifiers (barcode numbers) and descriptions within Web pages to help search engines and apps find, understand, and link between products. Being implemented by major brands.
- Launched the GS1 Innovation Network – an initiative unique among standards bodies.
  - Served as President of the GS1 Innovation Board (including executives from Google, P&G, Walmart, JM Smuckers, MIT).
  - Engaged 900 individuals to brainstorm and drive projects in the Network.
  - Introduced Design Thinking and other creativity methods to define challenges and explore advanced solutions.
  - Completed projects on the Internet of Things, blockchain, future of product identification, and image recognition.
- Led development and maintenance of global, cloud-based and distributed, big data, sharing systems.
  - Released major update to the Global Data Synchronisation Network simultaneously across 40,000 companies.
  - Developed new systems to manage and authenticate data about corporate entities and their physical locations.

**WORLD WIDE WEB FOUNDATION** – Geneva, Switzerland / Boston, MA 2009 – 2012

*Non-profit start-up driving high-impact initiatives to connect and empower people through the Web.*

**CHIEF EXECUTIVE OFFICER**

Launched the organization with Sir Tim Berners-Lee, inventor of the World Wide Web. Developed business strategy and implementation plan. Served in a combination of C-level functions (operations, finance, and fund-raising).

- Secured $5M grant for the Foundation's launch, and additional $8M for field initiatives. Initial donors included global foundations (Knight, Ford, Hewlett, Omidyar, Rockefeller), corporations (Google, Nokia, Vodafone), and institutions (European Commission, World Bank).
- Created and executed innovative field initiatives in Burkina Faso, Ghana, India, Kenya, Mali, and Senegal.
  - Developed voice-browsing services to enable people, even those with low levels of literacy, to create and access health, education, nutrition and business information through the Web, using only voice commands via simple mobile phones.
  - Trained mobile Web entrepreneurs in developing countries to create apps that meet basic needs.
  - Enabled publication of government data on the Web to improve transparency, services and commerce.
- Created the Web Index, the world's first measure of the Web's global economic, social, and political impact.

**WORLD WIDE WEB CONSORTIUM (W3C)** – Cambridge, MA 2002 – 2009

*Global consortium of leading technology organizations dedicated to developing open Web standards and practices.*

**CHIEF EXECUTIVE OFFICER**

Led all operational and financial functions. Oversaw development of open standards by 1,500 technologists within 60 working groups. Directed staff of 60 experts coordinating work out of 20 global offices.

- Established financial viability through membership growth and spending controls, following period of budget deficits.
- Strengthened member relations. W3C's 400 members included: Apple, AT&T, Boeing, BT, Canon, Chevron, Cisco, Citigroup, Deutsche Telecom, Disney, Dow Jones, Eli Lilly, EMC, Ericsson, France Telecom, Fujitsu, Google, Hitachi, HP, IBM, Intel, Merck, MITRE, Nokia, Novartis, NTT, Oracle, Pfizer, RedHat, Samsung, SAP, Siemens, Toshiba, Vodafone.
- Launched and maintained standards work on HTML5, Web services, Web apps, semantic Web (linked data), mobile, voice, video, social networking, healthcare/life sciences, security, privacy, accessibility, and internationalization.
- Opened new offices in Brazil, China, India, South Korea, Senegal, and South Africa.
- Implemented the industry-leading patent policy, and streamlined the process for exploring innovative concepts.
- Improved liaisons with over 40 national and international standards bodies.

**COMPREHENSIVE NUCLEAR TEST-BAN TREATY ORGANIZATION (CTBTO)** – Vienna, Austria 1997 – 2001

*UN-affiliated organization founded in 1997 to detect and deter nuclear weapons testing around the world.*

**COORDINATOR, INTERNATIONAL DATA CENTRE DIVISION (IDC)**

Appointed as the first Coordinator of the IDC, and member of the inaugural CTBTO executive team. Directed strategic planning as well as systems design and deployment with $25M annual budget. Oversaw information security and measurement-based quality assurance. Hired and managed 100+ staff members from 40+ nations.

- Transferred DARPA systems to build the world's most sophisticated, real-time, geophysical data collection and analysis system. Leveraged artificial intelligence, global data standards, big-data fusion and human analysis systems to detect, locate and identify geophysical phenomena, including earthquakes, mining events, and possible nuclear explosions.
- Designed and installed the Global Communications Infrastructure – the first VSAT satellite system to cover the globe, providing Internet-based data collection from 321 sensors and Web-based product access for 100+ nations.
- Designed and built-out physical facilities ($11M), including 24/7 computing, situation, and media centers.

**DEFENSE ADVANCED RESEARCH PROJECTS AGENCY AND OFFICE OF THE SECRETARY OF DEFENSE** – Arlington, VA 1993 – 1997

*Agencies of the United States Department of Defense responsible for high-risk, potentially high-payoff technical research.*

**PROGRAM MANAGER, DARPA AND PRINCIPAL PROGRAM DIRECTOR, OSD**

Directed research and development program, executed by 100+ contractors, to improve US and global nuclear-weapons-test verification capabilities and ensure treaty compliance. Funded and coordinated development of real-time sensor surveillance and intelligent data processing systems, including new data standards, global telecommunications, artificial intelligence, visualization, the Web, seismology, hydroacoustics, infrasonics, nuclear physics, meteorology, and satellite imagery. Supported the US delegation to the Comprehensive Nuclear Test-Ban Treaty (CTBTO) negotiations in Geneva.

- Secured funding, which increased from $15M/yr to $40M/yr during tenure.
- Successfully demonstrated monitoring systems during multi-national experiments.
- US Ambassador stated that Dr. Bratt's briefings to international delegations did more to advance agreement on the CTBTO verification regime than any prior event.

**SCIENCE APPLICATIONS INTERNATIONAL CORPORATION** – San Diego, CA / Arlington, VA 1985 – 1993

*Global systems integrator, with division supporting US nuclear treaty verification programs.*

**ASSISTANT VICE PRESIDENT / DIRECTOR OF SYSTEMS AND SUPPORT**

First hire in division that became the largest among all competitors. Directed 20 scientific and IT professionals to design, implement, operate, and improve global geophysical monitoring systems. The Intelligent Monitoring System integrated automated real-time artificial intelligence processing, interactive analysis, and decision support. Directed installation, operation, and successful testing of International Data Center (IDC) prototype during worldwide monitoring experiments. Coordinated international training, staffing, procurement, monitoring operations, and customer support.

## CONTINUING CONSULTING EXPERIENCE

**THINKABIT, LLC** – Princeton, NJ 2003 – Present

*Private consulting practice providing solutions in the high-technology space.*

**PRESIDENT AND GENERAL MANAGER**

Consulting for startups and mature enterprises on open technology standards, World Wide Web, big data, cloud computing, corporate social responsibility, strategic planning, leadership, non-profit organizational development, patents, and scientific and technical reviews.

## BOARD AND ADVISORY ROLES

**ENSCO, Inc.** – Falls Church, VA, Member of the Board of Directors and Compensation Committee 2016 – Present

**GearSay, Inc.** – Winchester, MA, Technical Advisor on startup, business models, technology 2012 – Present

## EDUCATION

Doctor of Philosophy in Geophysics – **Massachusetts Institute of Technology** – Cambridge, MA
Bachelor of Science in Geological Sciences – **Pennsylvania State University** – University Park, PA

Executive Management Program – **Harvard Kennedy School of Government** – Cambridge, MA
Leadership in a Democratic Society Program – **Federal Executive Institute** – Charlottesville, VA

## AWARDS

- Guest Professor, Beihang University, Beijing, China (2007 – 2012)
- Exceptional Civilian Service, US Department of Defense (1997)
- Outstanding Performance, Office of the Secretary of Defense (1993, 1994, 1995, 1996)
- Recognized Paper Award: Conference on Innovative Applications of Artificial Intelligence (1991)