



Douglas D. Barone

Doug Barone was trained as a strategic planner and has served in many areas of the financial services industry. Over the course of 20 years as a marketing, financial, and senior executive he has made dramatic and permanent changes in some of the country's largest enterprises. He is known for his innovation, intelligence and adaptability. His proudest accolade came for a senior executive who said, "There isn't much I wouldn't trust to Doug, it seems there's nothing he can't figure out, especially when the stakes are high."

Doug is a Vice President of MetLife, Inc. In his current position there he is head of business management for Met's \$1.25 billion global IT organization, called Enterprise Systems Solutions or ESS. He reports directly to the global CIO. With a scope broader than that of a traditional IT organization, ESS is the company's worldwide technology and business systems department. Its technology touches one in every hundred U.S. households and had similar international reach.

Doug's organization is responsible for all business management functions of ESS including strategy, planning, financial management, and governance.

He is also the leader of the ESS department called Enterprise Management Solutions. EMS is charged with building and deploying structured management solutions for the enterprise including...

- Enterprise Program Management (leadership of large scale transformational projects such as post acquisition integrations and divestiture separations)
- Global Systems Architecture (traditional IT architecture for mainframe, network and desktop systems)
- The enterprise Quality management system (business process quality)
- Enterprise Business Architecture (including collaboration technologies)

He just recently finished the leadership of an extensive strategic review and roadmap for the IT environment called *The MetLife State of Technology Report*. This major body of work laid out a ten year framework for systems and IT development across MetLife, evaluating and anticipating

the current state of the environment, major changes in technology, emerging consumer needs and the aspirations of the enterprise.

Prior to joining ESS in 2006, Doug served as Vice President, Chief of Staff to Chairman of the Board and CEO Bob Benmosche during some of the most exciting moments in MetLife's 150 year history, capped by the work he did during the \$14 billion Traveler's acquisition, and his leadership of its post acquisition integration. The integration of Travelers, which was completed in less than nine months, was of a scope unparalleled in MetLife's history and was unique in the finance industry for its speed, quality and value delivery. It still stands today as a benchmark others find difficult to exceed. Doug's report to the MetLife board of Directors on the completion of the integration, and their subsequent applause, was a dramatic highlight of his career.

General Counsel James Lipscomb hired Doug to head MetLife's Corporate Planning and Strategy Department in 2000. In this position he was responsible for enterprise strategy, enterprise governance, and the financial planning process of the \$500 billion / 50,000 employee enterprise. Doug built much of the enterprise planning process from scratch, raising it to public company standards following MetLife's 2000 IPO, modernized the firm's governance processes, and instituted the company's first annual Enterprise Strategy Reviews sessions.

Doug has worked in many areas of the Financial Services industry: individual life, group life, individual annuity, group pensions, pension administration, individual auto and home insurance, retail banking, and investment banking. He has also worked in strategic market planning, product development, advertising and direct response marketing. He has been a Principal and Chief Administrative Officer of a Broker Dealer, and has run, on a P/L basis, the business operations for both a 403(b) and a Structured Settlements line of business. With two other executives at MONY, he founded a scratch built direct response company marketing products via TV, radio, print, and mail advertising.

Doug has been awarded CEBS and CLU designations. He received his MBA from the Sellinger School of Business and Management, Loyola, Maryland, where he was graduated first in his class with high honors, and a BA in Economics from St. Lawrence University (where his son Brandon is enrolled). He also has a lovely and "very fashionable" daughter Blair, and lives in his hometown of New York City with his partner of many years, Dr. Shannon Brightman.