



John Wozniak

CEO, SMS | CURVATURE

Editor's Note: John Wozniak is Chief Executive Officer of SMS | CURVATURE. SMS | CURVATURE is a leading global IT hardware and services organization formed through the recent merging of SMS Systems Maintenance Services and Curvature LLC.

John has been the CEO of SMS since 2014, after joining the company in 2011 and serving in the roles of President of SMS Worldwide, and EVP, Asia-Pacific Region and Global Corporate Development. Under John's leadership the company established its international operations, expanded its client-base, and enhanced its service portfolio and delivery capabilities through its more than 1,500 team members and 100 locations globally. Prior to joining SMS, John worked at Goldman Sachs & Co. and Ernst & Young.

The newly merged SMS | CURVATURE combines SMS' global service delivery platform with Curvature's robust supply chain to form the leading independent IT hardware and support services organization. The company has more than 2,000 team members serving more than 10,000 clients globally. In 2016, the company generated more than \$550 million in revenue.

What is your background? How did you end up as CEO of SMS | Curvature?

Prior to SMS (and now SMS | CURVATURE) I spent my career in the financial services and investment industries. My experience focused on partnering with business owners and management teams across a variety of industries providing financial resources to support their strategic growth initiatives.

I was fortunate enough to be recruited to SMS in 2011 to lead the company's global expansion. I joined a strong leadership team with an ambitious vision to become the leading global provider of independent IT infrastructure support. While the company was already viewed as a leader in third-party support (with multiple decades of operating experience), it was clear the market demand for its offerings was in its infancy and significant growth was ahead.

The company grew multifold from 2011 to 2015 having more than doubled in revenue, client base, and employee count through the execution of a strategy to expand into new geographies and develop and offer a more fulsome suite of support offerings.

After a successful partnership with our prior financial sponsors (THL Partners and Summit Partners) the company was poised for continued growth and remained ambitious to continue executing its

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expansion strategy to further its position as the leading global provider of independent IT infrastructure support services.

The opportunity to partner with the Partners Group and combine the SMS and Curvature platforms came at a perfect time. The market awareness and demand for independent IT support and hardware solutions continues to grow as organizations seek flexibility and control over their IT infrastructure. Seeing two companies come together with a similar strategic vision and service philosophy (supported by highly complementary core capabilities) focused on solving client needs is exciting for all stakeholders.

2017 is clearly a year of change. How does that change affect your business?

The IT Hardware and Services industry is experiencing an incredibly dynamic time. This is being driven by multiple market factors including the acceptance of public cloud infrastructure, the build-out of private-cloud infrastructure, point-solution SaaS offerings, the commoditization of hardware, a rapidly changing vendor environment, and a rapidly shifting CIO focus away from internal infrastructure support towards business enablement (both internal and external).

With all of these market contributors, it is hard not to expect continued disruptive technologies impacting legacy offerings and operating models.

What will SMS | Curvature be able to accomplish now as a combined entity that was previously out of reach?

The SMS | Curvature merger brings together the largest independent service delivery organization with the largest independent supply chain organization.

The combined entity is now capable of offering a complete suite of lifecycle solutions for all hardware needs at a time when clients are seeking a holistic solution. The solution is relevant not only to clients seeking a flexible operating support model, but also to global vendors/manufacturers seeking a turn-key deployment and support services organization who need to get their products to market efficiently while also delivering an exceptional client experience.

What were some of the motivations behind your merger?

The biggest motivator was enhancing our ability to meet client needs and deliver holistic IT solutions inclusive of products and services.

SMS and Curvature individually solved for half of the equation very well (both were identified as the top performers in a leading analyst report). Together, SMS and Curvature bring together a single entity capable of delivering global IT infrastructure support for clients of all sizes and locations. The objective is to build the best-in-class delivery

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platform so that internal IT organizations, IT services firms, and vendors alike can benefit from the scale and capabilities.

As we began understanding each of the organizations in more detail we discovered that they shared a similar beginning and energy that quickly drove increased enthusiasm for the combination. It is rare to find two organizations that share a similar passion fueled by a large and long-standing employee base. We are excited to see what our teams will be able to accomplish together.

Looking forward, what are your expectations for 2017? Can you preview your overall growth plan?

The Company’s combined and expanded offering portfolio and enhanced ability to become a strategic partner with each of our clients will provide significant growth in 2017. The focus this year will be on serving our combined client- and employee-bases. By nurturing our relationships with our clients, and arming our global employees with the tools they need to be successful, we believe the broader organization will be also be successful. We will also continue to look for acquisitions, which will be mostly focused on enabling global expansion.

Would you agree that IT Asset Lifecycle Services as a sector is attracting more interest today?

It certainly seems like a significant amount of institutional money has a heightened interest in this industry. The industry is large and is becoming increasingly addressable. The service providers offer a compelling value proposition to their clients and an attractive investment profile to investors.

What does Partners Group bring to the table? What role has private equity played in your growth and development so far?

Partners Group is unique in its investment philosophy and strategy. Being a global organization itself, Partners Group has a full appreciation for the global opportunity ahead of the SMS | CURVATURE platform and the value of extended geographic reach with localized offerings. With an orientation towards growth, and a focus on long-term value creation, we believe we have the ideal sponsor to execute an ambitious expansion plan.

Beyond our own private equity investors, the recent PE interest in the industry has helped create awareness by key decision makers. The value proposition of our offerings resonates with CEO’s, CFO’s, and CIO’s alike. In many cases, the PE industry has educated executives on the validity and credibility of the independent support market and (occasionally) managed to create equity value for themselves along the way.

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How does the growing industry shift toward cloud affect traditional IT lifecycle services? How will SMS | CURVATURE cater to its customers’ cloud needs? Are you performing more cloud services?

SMS | CURVATURE is the perfect platform to holistically support private cloud environments and does so in many cases today. With a unified supply chain and a fully integrated services organization, the combined platform offers support from the provisioning of hardware, through the entire support life and ultimately a secure and environmentally friendly disposition process.

An area to expect us to invest in in the future will be in managed services where we will be able to offer the full suite of professional and managed services to support a client’s private and public cloud environments alike.

Lastly, the SMS | CURVATURE platform is also well positioned as a partner for the public cloud organizations seeking to deploy infrastructure outside of their owned and operated data centers. By aligning our global reach and support capabilities with their growing distributed hardware needs we envision a more significant opportunity to partner with the public cloud providers than originally anticipated.

What are your thoughts on China’s recent involvement in tech M&A, most prominently the acquisition of Ingram Micro?

We are in the early stages of investment from China into international economies. I’d expect to see investment come from both Chinese financial institutions as well as Chinese corporations expanding abroad. The natural next step for many of the local Chinese technology businesses will be to capture a larger share of the global market place, which should result in the introduction of new disruptive vendors across the technology stack.

What is your relationship with resellers—is it one of competition or collaboration?

Resellers represent some of our largest clients. The value we provide our reseller clients is ability to leverage our service delivery capabilities in the form of turn-key solutions they can offer their end-user clients. As services increase in demand for resellers, we believe we are well positioned to meet their needs as a partner.

How are you addressing the trend toward smaller devices and smaller ASPs?

Regardless of the size of the device an engineer will be required to support the device over its life. With an increased trend in networked smart devices, we see an increasing need for our core service capabilities. The investment for us to make will be in the ability to full monitor and manage networked devices and proactively repair or

replace hardware components in advance of any failure. Again, the SMS | CURVATURE platform unifies a supply chain and service delivery capability that make the coordinated delivery of such an offering possible.

What is some of the advice given to you over the years that has been the most impactful in your career?

I am grateful for having worked with many exceptional people and having had some excellent mentors throughout my career. Some advice that has treated me well over time is to commit to a lifetime of learning and maintain a high-level of curiosity. This is especially important in the technology industry where change continues to occur at an accelerated pace and the world continues to become more complex and global.