



Pitney Bowes

MapInfo



President – Michael Hickey

Pitney Bowes Software –

Pitney Bowes MapInfo and

Pitney Bowes Group 1 Software

Success Magazine: How do you measure success?

Michael Hickey: It is not always about money, though it is for some. For me, success is about maximizing personal fulfillment. Each person is different, with different skills, likes and dislikes. As long as you are personally fulfilled and are good at whatever you decide to do for a living, then that to me is a measure of success. Though we all know our society has a different definition.

SM: Where are you from? How did you end up at Siena College?

MH: I am from the Capital Region, a town called Brunswick. I never thought hard about whether I wanted to stay home or go away to school. It just sort of happened. As a basketball player in high school, I followed the entry of Siena into Division 1 and I liked the school. I lived on campus and had a great college experience.

SM: What was your experience at Siena like, and how did it prepare you for a successful future?

MH: My experience at Siena was wonderful, though I did not realize how special it was at the time. I just thought all colleges must be like this. It was not until I started talking to others about their experiences that I realized Siena was something special. Siena is a community, a family, and even to this day I feel that way. I see now how important diversity is in the workplace. Different types of people with different skill sets and experiences help make a business successful. Siena first introduced me to diversity through its Liberal Arts and Franciscan backbone. It was a foundation that has served me well.

SM: You went on to get an MBA from the State University of New York at Albany.

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What was your goal for the future at that time?

MH: A former manager convinced me to get my MBA. He believed I had a lot of potential. He told me the MBA would not guarantee anything, but it would serve as a key to open some doors that would otherwise be locked. I was ambitious, though I pride myself on ensuring that ambition trails my results. I felt this would help progress my career. I like leading.

SM: You are a 12 year veteran of MapInfo. How did your prior work experience prepare you for success at Pitney Bowes?

MH: I came to MapInfo after a ten year career with Allied-Signal (now Honeywell). I had experience there in two different industries across three different functions. I was a certified Total Quality Master. I became an expert on business process re-engineering and have used those skills everyday since. I was able to apply a lot of what I learned there to MapInfo, particularly post 9/11 when the software industry matured overnight and efficiencies and productivity became primary objectives just below survival. We used most of those principles to re-invent the company. Being an officer of a public software company, you are used to living on the edge. You learn how to be dynamic, innovative, and agile in order to survive. It breeds a certain culture. I think that I, along with the rest of the members of our Software organization, can help bring that competitive culture to Pitney Bowes. Pitney Bowes is in the process of re-inventing itself and they have truly embraced us.

SM: You are the President of Pitney Bowes Software, which brings together Pitney Bowes MapInfo and Pitney Bowes Group 1 Software. How will these two divisions work together?

MH: First, let me give a brief background on how we came to be part of Pitney Bowes. On April 19, 2007, MapInfo became a wholly-owned subsidiary of Pitney Bowes (a mainstream technology company that helps organizations manage the flow of information, mail, documents, and packages) and became known as Pitney Bowes MapInfo. I became President of that organization.

On September 6, 2007, Pitney Bowes announced the combining of Pitney Bowes MapInfo and Group 1 Software (an enterprise data quality and data integration software company, also acquired by Pitney Bowes) into one division called Pitney Bowes Software, and I was named President. Pitney Bowes had acquired the Group 1 Software business in 2004.

As a combined entity, we have a very unique DNA that branches the enterprise value chain from data quality and integration, to location intelligence and communication management solutions. Our differentiation comes from our ability to integrate these capabilities vertically within our clients' current work flows. We are currently integrating organizations, systems, processes, and products to deliver our promise more effectively.

SM: What differentiates Pitney Bowes Software in the marketplace?

MH: We are a customer intimate organization that defines ourselves around our customers' success. We are vertically oriented to ensure that we are close to our customers and are truly experts and trusted advisors to their business. We offer a unique ability to deliver intelligence about customers, with effective and efficient communication assets - be they print, email, web, or mail. That combination makes our customers more effective at understanding, targeting, and communicating with their

customer base. Pitney Bowes Software helps customers to make better decisions, and to optimize the effectiveness and the efficiency of their customer engagement processes. Through a combination of location intelligence, data quality, and communication management capabilities, we drive insightful decisions and increase the accuracy and effectiveness of customer information delivery.

SM: To what personal characteristics do you attribute your success?

MH: The ability to provide direction and create a sense of purpose for our associates, and then to have them connect to this vision, has helped breed success throughout the organization. These characteristics, along with a great deal of persistence and the realization that anything worth doing in life comes with hard work, are what I attribute to my success.

SM: You are a Chairman of the Albany-Colonie Chamber of Commerce. Why is this important to you?

SH: I think it is important to give back to the community to provide the next generation with even more opportunities. After all, I believe this is at the heart of manifest destiny. I also serve on the Siena Board of Associate Trustees, the Audit Committee of the Board of Trustees, and as Executive Chair New York State and National Board of AeA. Additionally, I serve on the board of a private software company. These are all important to me because I believe I can give something back by sharing my experiences. I enjoy working with a variety of people from all walks of life.

SM: How do you achieve a sense of balance in your life?

MH: First, realizing you need one. I take my vacations now. I have tried to devote enough

time to my children's sports over the years. I have even coached basketball and softball. It is a continuous struggle to find balance, but I constantly strive to do it. I think I have done a pretty good job, but in the end it will be for others to judge.

SM: What accomplishment are you most proud of?

MH: Being one of the key people who took an organization from \$30 million to \$500 million and all the trials and tribulations that come with that. It is fun to win with people you like.

SM: What do you hope for the future of Pitney Bowes Software?

MH: I would like us to keep doubling our revenue growth every 4 years. We are setting our sights on \$1 billion right now and building the strategies to reach this goal. We are committed to building a global software force to be reckoned with in the marketplace. Our vision (built around a strategic discipline of customer intimacy) emphasizes providing customers with solutions based on an in-depth understanding of their specific challenges. This common organizational goal will ensure that our customers continue to view us as a key business partner in helping them grow and optimize their own business operations.

SM: How many employees does Pitney Bowes employ world wide?

MH: Pitney Bowes has 35,000 employees.

“ We are committed to building a global software force to be reckoned with in the marketplace. ”



SM: Who is your personal hero?

MH: I do not like the word hero, but there are certainly people I admire and respect. In the sports world, I think Derek Jeter plays the game with passion and has respect for all those in and around the game. He carries himself very well. In the business world, I have a great deal of respect for Larry Bossidy. I had the opportunity to work with him at Allied-Signal and I liked how he could move a business and its people in the right direction. Politically, I have to say Winston Churchill. I recognize that there may be a lot of things people did not like about the man, but when it counted most, he showed unparalleled leadership.

SM: What is the most rewarding aspect of your job?

MH: Creating an environment where people can thrive and have fun.

SM: If you had to describe yourself in one word, what would it be?

MH: Balanced

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