

Richard Fall

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PROFESSIONAL PROFILE

More than twenty five years of experience in engineering and engineering management in both mid-size and small companies, including publicly held corporations and high-risk startups. Areas of expertise include building engineering organizations, defining and developing evolutionary and revolutionary products, and participating in all aspects of business management. Excellent experience in:

- Project Team Management
- Hands-on Design Management
- Contract Negotiation
- Staffing and Expense Management
- Vendor Relations
- Product Definition and Development
- Customer Management
- Engineering Process Development
- Contract / Patent Legal Work
- Leadership By Example

SELECTED ACCOMPLISHMENTS

Business Management

- Represented engineering organizations of five startups to existing investors, board members and executives. Developed organization's ability to meet defined objectives, increasing company's confidence in engineering's performance quality.
- **Adobe Systems:** crafted a licensing strategy that "shared the risk" of new ASIC development with interested OEMs. In return for early delivery and help crafting technology feature sets, the third-generation ASIC technology development was zero-cost proposition for company.

Product Definition and Development

- **Zing Network:** selecting appropriate technologies and suitable vendors, led engineering effort to redesign infrastructure of an existing website while minimizing impact to existing users.
- **Desana Systems:** led crash effort to architect new product and re-purpose existing software to run on standard platform, resulting in detailed project development schedule and resource allocation chart that formed core of new business strategy.

Customer Management

- At Adobe Systems, I presented new technology concepts to potential customers and OEMs, resulting in the purchase and licensing of these technologies while they were still under development.
- As a provider of web services to OEMs, Zing Network had several customers who were not "technology savvy" and required delicate negotiations to provide the services they requested in a manner consistent with our overall infrastructure and resources. In many cases, I took successfully charge of discussions with customer's IT groups and CTOs, to "bring them around" to the Zing technology while keeping them satisfied that their needs were being met.

Investor Management

- **Adobe Systems:** generated significant interest in signing licenses deals for new technology presented at national and international road shows, asking current and future customers to invest directly in development process.
- **G2 Networks:** presented technical pitches to investors in a new round of funding, including corporate investors (e.g., Intel) and individual investors (e.g., Andy Bechtolsheim). Created and presented pitches with significantly different focuses. G2 closed a new round of funding shortly afterwards.

Engineering Process Development

- **All companies:** instituted standard project management processes, established MRD/PRD/ERD development and handoff process and restored executive confidence in engineering performance.
- **Desana Systems:** created team-building processes, and restructured engineering organization to remove dysfunctional relationships, and significantly cut time required to diagnose and fix problems during bring-up. This resulted in “on time” delivery of combined software/hardware technologies.
- **All companies:** established face-to-face meetings and mutually agreeable objectives, rebuilt cross-departmental relationships between Engineering, Sales, Marketing and Product Management, meeting customer requirements with on-time delivery of complex products.

Expense Management

- **All companies:** undertook budgeting exercises, tracked expenditures and took cost-cutting steps, meeting agreed-upon schedule and product delivery objectives with budgets ranging in size from \$100K to \$25M.
- **Zing Network:** renegotiated existing contracts, providing significant savings for company at time when cash was critically short. Negotiated a deal with Oracle to keep preferred licensing rates while large increases were being forced on other customers.

Legal Work

- **Adobe Systems:** crafted a standard contract for royalty-based licensing of technologies to OEMs, protecting Adobe’s “crown jewels” (the Postscript interpreter) while permitting the OEM access technology information.
- **G2 Networks:** worked with outside counsel to counter a threatened legal action by supplier, resulting in negotiated settlement that removed legal restrictions on proposed merger effort.
- **Ultra Network Technologies, Adobe Systems:** successfully directed two patent applications in compression technology [5,638,498/5,991,515] and one patent in high-speed network protocol processing [5,058,110].

Leadership By Example

- **All:** in each case where I have managed an engineering organization, I have lived by an important credo: I ask no more of my engineering team than I would be willing to ask of myself, I follow through on the commitments I make, I try to be honest in my dealings with others and I always expect the best of people. I have seldom been disappointed, and many times I have been surprised at what my teams have accomplished under difficult circumstances.

**PROFESSIONAL
HISTORY**

- 2008- **X-Ringer, Inc.**
Engineering Consultant
Xingtone is a publisher and OEM provider of ringtones and ringtone delivery systems. As an engineering consultant, responsible for taking over the infrastructure from the previous team,, undertaking software forensics, and redeploying services to new, co-located servers with a more robust and scalable infrastructure.
- 2006-2008 **LimeLife, Inc.**
Vice President, Engineering
LimeLife is a publisher of applications and games for the mobile market, targeted at the female demographic. As VP of Engineering, in charge of applications and server RD engineering, Porting, QA, Operations and IT, I was responsible for building the team which has delivered four mobile games and two client/ server lifestyle applications (InStyle Mobile and People Mobile), wallpaper and SMS alert services to the cellular market across five major carriers.
- 2004-2006 **StarVox Communications, Inc.**
Founder, Vice President, Engineering and Services
StarVox provided enterprise-level IP voice services to small and medium sized business through IP centrex, ,IP trunking and Unified Communications technologies. As VP of engineering and services, I selected the network service providers, established the infrastructure for service delivery and managed all aspects of the development and deployment of new VoIP technologies.
- 2003-2004 **Ridge, LLC**
Partner
A consulting firm that provides business expertise to selected clients in the SAN storage, networking, telecommunications and ASIC spaces, helping clients with marketing, sales, engineering, finance and general management services. Provided technical and engineering management consulting for SAN and ASIC companies, including technical due diligence services for clients which were merging with or acquiring other companies.
- 2001-2002 **Desana Systems, Inc.**
Vice President, Engineering
Managed 80-member engineering and QA team with poor morale and ineffectual leadership. Establishing standard engineering processes, team building and hands-on management, created world-class engineering team and regained confidence of executives and investors.
- 2000-2001 **Zing Network, Inc.**
Vice President, Engineering
Built solid and experienced multi-national group, responsible for developing and maintaining technology for its branded website and the co-branded websites of several partners (e.g., Sony, Nikon and Casio).
- 1999-2000 **PacketStream, Inc.**
Vice President, Engineering
Built solid engineering and QA organization that developed technologies and products to implement QoS for IP networks. Technology was successfully licensed to major network product vendors (e.g., Larscom).

1998 **G2 Networks, Inc.**
Vice President, Engineering
Directed development of all technologies, including digital and mixed-signal ASICs, opto-electronics, drivers, firmware, diagnostics and simulation software for a line of Fibre Channel products.

1991-1997 **Adobe Systems Incorporated**
Manager, ASIC Development
Successfully managed line of ASIC developments for PostScript printer products, including hardware and software development. Provided technical leadership in areas of compression technology and COT ASIC development, resulting in successful licensing of technologies to major OEMs.

EDUCATION B.S.E.E., Stanford University
 M.S.E.E. (Computer Engineering), Stanford University