

WILLIAM J. SEQUEIRA, PhD

11447 Biona Drive
Los Angeles, CA 90066

310-903-3274
bill@axonhillcok.com

SENIOR-LEVEL TECHNOLOGY EXECUTIVE

Emerging & Converging Media Technologies — Product Development & Commercialization — Global Markets

Executive Profile

Technology Visionary & Innovator — Exceptional success in the conceptualization, design, development and deployment of novel technologies with significant commercial value in emerging sectors (media and content), operations, services and global marketplaces. Holder of 10 US and international patents.

Consummate Business Executive — Entrepreneurial orientation, high-caliber management qualifications and proven leadership talents. Valued contributor to senior-level executive teams of companies in startup, rapid growth and change phases. Experience spans entrepreneurial ventures, dynamic technology companies and world-class global enterprises.

Team Builder, Mentor & Leader — Contagious passion for technology discovery and innovation with the level of knowledge and competence that earns credibility and respect from peers and staffs. Skilled in recruiting, training, mentoring, motivating and providing strong leadership to high-performance technical and management teams.

Multinational Professional — Extensive international background and experience working with culturally diverse teams. Speak fluent English and Spanish, and basic French and Japanese.

One-of-a-Kind Individual — Dynamic, high-energy individual characterized as an overachiever. Bring the combination of vision, brainpower, creativity and mastery of abstraction with the ability to clearly relay complex technical concepts to non-technical individuals. Excellent communicator — a trait frequently missing in technical professionals.

Career Highlights

- Won rights to competitively important technologies for Sony Corporation through the value and success of strategic investments and acquisitions.
- Breathed new life into a startup technology enterprise — boosted sales \$8 million within one year and secured \$26 million in financing in the worst funding market — by formulating and implementing a one-year strategic matrix with clearly defined accountabilities, priorities and objectives.
- Led a division of a global technology innovation and development enterprise to rank as the dominate provider of interactive services software by defining and delivering novel control protocols. Enabled one of its primary customers to close on two competitively critical trials within six months.
- Enabled award of Phase I and Phase II contracts for a leading eLearning company by contributing credentials as Principal Investigator for financing development of innovative online learning platform.
- Saved employer from \$5 million non-compliance penalty on large-scale interactive services software project by restructuring the cycle, and renegotiating delivery milestones with customer — Australia-based IMMExpress (EU/Asia/Pacific consortium).

Core Qualifications

Strategy – Business & Technology
Organization Development & Leadership
Fund-Raising & Capital Management
Outsourcing Solutions & Relationships
Team Building, Training & Leadership
Internal & External Consulting
Strategic Alliance & Partnership Management

Technology Innovation & Commercialization
Engineering & Business Process Improvement
Software Design & Enhancement
Marketing & Deployment Strategy
Mergers, Acquisitions & Joint Venture
Project Budgeting & Management
Internal & External Customer Relations

Education

Ph.D., Computer Science (honors) — Concentrations in Computing Architecture & Operating Systems

M.Sc., Computer Science (honorable mention) — Concentration in Operating Systems
UNIVERSITY OF KANSAS, Lawrence, KS

B.Sc., Informatics (honor scholarship)

UIVERSIDAD DE COSA RICA, San Jose, Costa Rica

Professional Experience

Axon Hillock, Los Angeles, CA

2002 to Present

PRINCIPAL

Manage a private firm providing client-specific business and technology consulting services — strategic planning, fund-raising, technology R&D, operations optimization, SME, board membership, relationship building — to the leadership teams of emerging market companies. Define requirements/objectives and manage the provision of deliverables.

Key Engagements

- **Large-Scale Website Stress Testing Technology** — provided business and technical advisory services to CEO of startup company, and contributed to execution of profitable exit strategy (\$40 million sale of company to Spirent).
- **Intellectual Property Solution for Content Architecture** — developed and advised commercialization strategy for patent-pending solution that precedes and subsumes functionality of Napster.
- **Board of Directors Appointment** — invited to become full voting member of the Board of Zulaware, a search engine company.
- **Subject Matter Expert** — moderated a panel at the Future of Money Summit in Boulder, CO, in company of Bernard Lietaer (architect of the Euro) and Dennis Gartmen (world's foremost currency analyst).

Medsn, Inc., Culver City, CA

2000 to 2002

CHIEF TECHNOLOGY OFFICER

Member of the senior executive team (reported directly to CEO) contributed to vision, strategic planning and leadership of a privately held technology company — sophisticated, technically complex eLearning solutions for Fortune 500 pharmaceutical and medical device companies, military and government accounts — with sales in the U.S. and UK markets. Conceived and executed corporate technology strategy, and provided technical and managerial oversight to product development process. Led a team of seven executives in web technology IT management, project management and creative direction roles. Administered \$4 million budget.

Management Successes

- Enabled the continued funding of the company by recommending shift in business strategy (to focus on pharmaceutical sector), and creating and implementing formal one-year strategic matrix providing all senior managers with well-defined accountabilities and 90-day objectives.
- Secured \$26 million investment from Tier 1 venture capital firm.
- Delivered 40% reduction in operating costs by restructuring and streamlining the engineering department.
- Managed the construction and operation of the 24/7 service infrastructure.

Technology Development & Commercialization

- Produced \$2 million in revenue within four months and additional \$18 million over 12 months by repositioning the product line into three categories, and refocusing marketing strategies on appropriate target.
- Targeted and closed \$1+ million SBIR with DoD, leading to a new market opportunity valued at \$10+ million short term
- Recommended shift in business model resulting in \$2 million in revenue within four months of change.

Sony Corporation, San Jose, CA

1999 to 2000

MANAGING DIRECTOR – TECHNOLOGY STRATEGY

Reported directly to the General Manager of Strategic Venture Investments (direct report to CFO, Sony Japan) of this world-class enterprise. Challenged to identify and secure investment opportunities in companies with novel technologies and/or offerings that align with Sony's short- and long-term business strategies and projects. Interfaced directly with high-level Sony executives in Japan, and served as internal consultant to individuals in all Sony properties and business units on matters related to technology innovation, commercialization and strategy.

Leadership Successes & Transactions

- Intervened to create a bridge and reach consensus among factions within Sony that were continuously at odds — a serious impediment to forward momentum and operational performance.
- Brokered \$33 million deal in Transmeta enabling Sony to lead a \$88 million Series G investment. Held Sony's observer seat on the company's Board of Directors.
- Structured, negotiated and consummated \$55+ million investment in several acquisitions — Transmeta, EmpowerTel (held Board seat), Teralogic, Sandcraft and Luxcore.
- Orchestrated and completed entire investment process (including in-depth due diligence) of EmpowerTel within 10 days, enabling Sony's CTO to meet a mission-critical business objective.

Professional Experience — Continued**Organic Online**, San Francisco, CA

1997 to 1998

CTO & VICE PRESIDENT – ENGINEERING

Key member of the executive team of a dynamic, \$54 million public company offering online agency services — website design and construction, online commerce, online advertising, hosting — to leading corporations in the consumer products, automotive, financial services, retail, technology and communications industries. Mentored and led a core team of seven, supervised staff of 50, and directed additional 25 contractors. Steered corporate IT direction, established and executed engineering activities, and directed eCommerce and adaptive marketing strategies. Administered \$5 million budget.

Leadership Successes

- Produced estimated \$1 million in new revenue by increasing billable hour capacity of engineering from 11% to 90%.
- Reduced permanent FTE staffing requirements 30% by creating a new engineering process/organization that served as the model for all corporate offices and customer projects.

Technology Development & Commercialization

- Led team in the development and commercialization of several technology firsts — application server (Borscht), premium web server (Apache), banner ad, and shopping cart for eCommerce.
- Managed development of new Unix and Windows hosting infrastructure generating \$100,000+ in new revenue.

Americast, Los Angeles, CA

1996 to 1999

IT CONSULTANT & BUSINESS ADVISOR (1997 to 1999)
DIRECTOR – SYSTEMS & SOFTWARE ARCHITECTURE (1996 to 1997)

Held two key management roles with this uniquely structured venture partnership — \$500+ million in funding from Disney, Ameritech, BellSouth, SBC, SNET, GTE — formed to develop and commercialize a portfolio of digital broadcast products and interactive services to consumers nationwide. Provided the technical direction for software development and service architecture for all platform releases. Matrix-managed a staff of 28 including architects and project managers.

Management Successes

- Managed 18 companies to complete the first release of the Americast Common Reference Platform on time and within budget.
- Determined vendor selection and supported RFPs for \$1+ billion head end and set top box contract.
- Translated collective vision and objectives of the principal partners into cohesive technology development strategies.

Technology Development & Commercialization

- Designed and documented multiple innovative technology features resulting in five patent applications (four awarded).
- Originated a media server control API earning industry-wide acceptance.
- Developed head-end architecture compatible with five different wired and wireless network distribution architectures.
- Provided strategic, technical and marketing support to three releases of the company's flagship product — Common Reference Platform.

Sybase, Emeryville CA

1994 to 1996

E2E ARCHITECT & PROJECT LEAD

Senior member of the New Media Division for this \$778+ million technology innovation and development company — enterprise infrastructure, mobile software applications and software database products (including interactive TV software solution for automating and controlling delivery of content, and programming interactive services for the home) — with leading competitive position in national and international markets. Provided technical direction and project management to development and release of end-to-end Intermedia Server architecture and related subsystems.

Technology Development & Commercialization

- Designed joint products and managed relationships with industry leaders including HP, Sun, SGI, DEC and IBM based on the Intermedia Server product.
- Designed SB/Intermedia Server control API and programmed a protocol communications stack adopted by the top three STB manufacturers in the US and Europe.
- Prevented \$5 million penalty by EU/Asia/Pacific IMMExpress Consortium by negotiating a new schedule for delivery of Sybase Intermedia Server product.
- Successfully met BellSouth's rapid-deployment objective (less than six months from concept to rollout) for the Intermedia Server product. Gained regional media attention for the product innovation and launch.

Professional Experience — *Continued*

AT&T Bell Laboratories, Naperville, IL

1988 to 1994

TECHNICAL STAFF

Member of a newly formed business unit — Interactive Video Services — created to enable AT&T to carve-out a competitive position in the emerging interactive TV market. Participated on other major project teams for the development of several innovative technologies, products and solutions.

Key Projects & Achievements

- Played important role — defined and presented to the Switching Review Board (approved without major flags) — in development of first architecture for an AT&T video server.
- Served as member of the StarserverE SMP (Symmetrical Multiprocessor) commercial project (dethroning NCR product as best performing system in its class). Fine-tuned very first release of Unix System V Release 4.3 for SMPs.
- Earned the “Outstanding Contributor Award” twice in one year, an unusual event within AT&T.

Presentations

“Maximizing Opportunity Through Innovation,” Colorado Innovation Summit, Denver CO, 2003

“Mobile Commerce – An Overview” & “Future of Global Currency,” Future of Money Summit, Boulder, CO, 2003

“The 5Ps and 1L of,” DaVinci Institute, Denver, CO, 2003

“Becoming an Inventor,” Kids Inventor Boot Camp, Boulder, CO, 2003

“Advantages & Functionality: Best-in-Class Intermedia Server,” Sybase Worldwide Conference, Los Angeles, CA, 1996

Boards & Affiliations

Board of Directors	Transmeta; EmpowerTel; RPK SecureMedia; Zulaware
Advisory Boards	Caw Networks; Flatland; Digital Merchant; Zulaware; Teraquant
Voting Member	Association for Computing Machinery
Voting Member	Upsilon Pi Epsilon, Society for Scientific Research
Invited Member	Ken’s Business Group, an elite business group comprised of inventors, entrepreneurs, company founders, CEO’s, senior managers, venture capitalists and attorneys.

Patents

US Patents: US6185585, US6222530, US6256785, US6620205

European Patents: EP1105810, EP0947094

Australian Patents: AU5576199, AU5808298

World Intellectual Property Organization Patents: WO0011561, WO09828907

Patents Pending: System and Method for Scheduling URLs, Extension of a X-Y Protocol to Include Functional Behavior, Content Distribution Architecture