UNITED STATES PATENT AND TRADEMARK OFFICE

BEFORE THE PATENT TRIAL AND APPEAL BOARD

FUBOTV MEDIA, INC. & YANKA INDUSTRIES, INC.,
Petitioners,

v.

DISH TECHNOLOGIES L.L.C.,
Patent Owner.

IPR2024-00917
IPR2024-00918
IPR2024-00919

AYLO FREESITES LTD,
Petitioner,

v.

DISH TECHNOLOGIES L.L.C.,
Patent Owner.

IPR2024-00940

Attorney Docket No.: 081841.0227

DECLARATION OF DAVID R. ERICSON IN SUPPORT OF PATENT OWNER RESPONSE

I, David R. Ericson, hereby declare as follows:

1. I am the Director of Digital Media and Technology at Brigham Young University ("BYU") Broadcasting, a position which I have held since May 2018. I make this declaration based upon my personal knowledge and in my personal capacity; I am not testifying on behalf of BYU. The statements I make herein are not intended to represent the statements of BYU.

2. I have been asked by DISH Technologies L.L.C. ("Patent Owner" or "DISH") to recount my personal experience with MOVE Networks, Inc. ("MOVE") and its successor entities in connection with their successful implementation of adaptive bitrate ("ABR") streaming technology.

3. I have previously provided sworn testimony regarding the development, testing, use, and commercial success of MOVE's ABR streaming technology between 2005 and 2007 in connection with the *In re Certain Fitness Devices, Streaming Components Thereof, and Systems Containing the Same*, Inv. No. 337-TA-1265, case at the International Trade Commission (the "ITC case"). My deposition was taken as part of that proceeding. I understand that in the Ogdon IPRs,[1] DISH submitted an excerpt of my deposition testimony from the ITC case. A true and correct copy of the excerpt DISH submitted is attached as Exhibit 2073.

4. As part of the Ogdon IPRs, I also submitted a supplemental declaration attesting to my personal experience with MOVE and its successor entities. A true and correct copy of that supplemental declaration is attached as Exhibit 2101.

5. Petitioner Aylo Freesites Ltd took my deposition in connection with those cases. A true and correct copy of my deposition testimony is attached as Exhibit 2102.

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[1] For purposes of this declaration, the phrase "Ogdon IPRs" includes *Aylo Freesites Ltd v. DISH Technologies L.L.C.*, IPR Nos. 2024-00043, -00044, -00045, -00046, and 00146.

6. I fully incorporate my previously provided declarations and deposition testimony into this declaration.

7. I am not being compensated for my services in this matter, and I have no financial interest in the outcome of this matter. If called upon to do so, I am prepared to testify as a witness in this regard.

8. I have an undergraduate degree from Brigham Young University in broadcast media management. In all, I have approximately twenty-five (25) years of working experience, approximately eighteen (18) of which involve video streaming. A copy of my resume is attached as Exhibit A to this Declaration.

9. Of my decades of streaming experience in the video streaming field, I have spent over two decades in executive leadership roles. In these roles I have overseen the development and launch of several award-winning products and emerging technologies. Exhibit A.

10. For instance, as a founding executive at Sling TV, a former Executive General Manager, a Vice President of Technology Architecture & Development, and a Vice President of Operations of EchoStar and DISH Digital, I oversaw the development and operation of the first virtual multichannel video programming distributor ("vMVPD") and Live Over The Top ("OTT") Television Streaming Service: Sling TV.

11. Because of its ABR streaming technology, Sling TV earned a Technology & Engineering Emmy® Award for "Pioneering Development of Large Scale, Cloud Served, Broadcast Quality, Linear Channel Transmission." EX2023. Nearly all the ABR streaming technology that Sling TV relied upon came through the MOVE acquisition.

12. Prior to my work at EchoStar, DISH Digital, and Sling TV, I was the Vice President of Solutions Engineering and Vice President of Operations at MOVE. In that role, I helped MOVE

develop the first adaptive streaming Online Video Platform ("OVP") and OTT content distribution platform, which laid the foundation for programmers such as ABC, ESPN, Fox, CWTV, Discovery, Televisa, and more to be able to offer their videos via streaming.

13. And, prior to my time with MOVE, I held senior executive and product engineering roles at I-Link, Inc. There, I oversaw the design, engineering, and operations of the first-to-market Voice-Over-IP ("VoIP") interexchange ("IXC") network in the United States as well as the development of I-Link's award-winning VoIP softswitch and unified communications platform. Through my decades of experience in the field, I also have substantial familiarity with the industry, including the technical and operational features of other products and services. For example, while I was the Vice President of Operations at EchoStar, I oversaw all of the company's technical operations and productions processes, including the encoding of content, the packaging of transport streams into formats comparable with various streaming standards (e.g., HLS, MPEG-DASH, MOVE's QVT/QMX, DRM), the distributing of content, the changing/releasing of any software, and more.

14. I first joined MOVE as a Vice President of Operations in March 2006 after working at I-Link. When I joined MOVE, the company consisted of sixteen employees.

15. As Vice President of Operations at MOVE, my primary role was simply to continue implementing MOVE's technology. My responsibilities included managing the day-to-day engineering and technical operations staff. In this role, I additionally oversaw MOVE's ABR streaming technology, which I understand is disclosed in the ABR Patents.

16. At the time I joined MOVE, the state of MOVE's technology included the ability to perform ABR streaming through a browser-based plug-in for Internet Explorer. Around that same time and later, MOVE worked to scale its operation to prove that people could use MOVE's ABR

streaming technology to stream videos from anywhere in the world in a high-quality and continuous manner.

17. MOVE's initial demonstrations were for the Church of Jesus Christ of Latter-Day Saints. In October 2005, MOVE collaborated with Brigham Young Television ("BYU.tv") to broadcast the Church's General Conference. EX2064 (October General Conference Notes, at 1). The event was tremendously successful, and BYU.tv has recognized that its 2005 use of MOVE's adaptive bitrate technology made it "the first television network to stream its signal uninterrupted and free of charge 24/7 on the Internet." EX2120 (Plaque at BYU). Relying on its successful early demonstrations (most notably, its streaming of the October 2005 General Conference for the Church of Jesus Christ of Latter-Day Saints), MOVE worked to ensure that tens of thousands of people from all over the world could pull the same files at the same time to watch the same event without freezing, buffering, or extensive latency, which plagued nearly every commercially available solution at that time. EX2064 (October General Conference Notes, at 1). MOVE's ABR streaming technology was subsequently used in the October 2006 and October 2007 General Conferences for the Church of Jesus Christ of Latter-Day Saints. EX2073.

18. MOVE's ABR streaming technology proved to be commercially successful as well. In fact, in my role as Vice President of Operations at MOVE, I assisted with providing MOVE's adaptive bitrate streaming technology to notable content providers for high-profile events. For example, between March 2006 and December 2009, I was responsible for deploying and providing streaming services and platforms on behalf of customers, including Disney, FOX, and Discovery. Additionally, MOVE's player was instrumental in the successful streaming of the 2008 Democratic National Convention. As with MOVE's initial demonstrations for the Church of Jesus Christ of Latter-Day Saints, the Democratic National Convention stream was a huge technological

success—millions across the United States and world used MOVE's technology to view a continuous stream of the convention without freezing or buffering of the content.

19. While I cannot speak to the specific technologies that streaming services and platforms were using prior to their adoption of MOVE's technology, I can confidently say that MOVE became the provider of choice for these platforms' premium consumer experiences—like ABC.com's HD Player, Fox's Player, Televisa, and more. For example, we worked with ABC and its in-house design team to launch their player in late-2006 and early-2007. *See, e.g.*, EX2040, 2080.

20. I understand that MOVE also met with other companies, including Apple and Microsoft, who expressed interest in MOVE's technology.

21. Ultimately, in February 2009, Microsoft announced that it was launching a beta version of its ABR streaming solution, Smooth Streaming. Like MOVE's adaptive-bitrate streaming solution, Smooth Streaming offered HTTP-based adaptive streaming with the aims of minimizing buffering, reducing start-up times, and adapting the quality of a video stream during a presentation based upon an end user's network connection with server infrastructure. *See, e.g.*, EX2067 at 1.

22. Microsoft's Smooth Streaming was offered as a free alternative to MOVE's ABR streaming. Microsoft never charged a "MOVE tax," which was a large source of revenue for MOVE during that time. EX2102 at 168:3-9.

23. In June 2009, Apple similarly announced that it too would be promulgating a proposed standard for ABR streaming that enabled streaming over an HTTP connection. *See* EX2046. This proposed standard became known as HTTP Live Streaming, or "HLS," and it reflected Apple's attempt to embrace the strong market demand for adaptive-bitrate streaming, a technology "brought to the fore by Move Networks." EX2046.

24. Ultimately, Smooth Streaming, HLS, and other later-announced streaming solutions were all attempts to mirror the adaptive bitrate streaming solution that MOVE pioneered. EX2102 at 97:1-4.

25. As I discussed above, I became familiar with these various streaming solutions in my executive leadership roles with MOVE, EchoStar, and DISH Digital. In particular, my duties included ensuring that video programs offered on customer platforms could be delivered to end users, which required us to convert video programs to conform to non-MOVE standards such as HLS. EX2102 at 49:14-25.

26. Given my understanding of the technology developed at MOVE, and my decades of experience in the video streaming industry, and my years of working with various streaming standards, I found that HLS is, as a proposed standard, very similar to the technology MOVE had already developed and implemented, namely in that it also attempts to provide users with a continuous stream of the highest-supportable quality content without buffering or latency. *See* EX2073; EX2102 at 97:1-4, 118:18-21, 157:4-5.

27. For example, like MOVE's adaptive-bitrate technology, HLS purports to offer end users a streaming experience with minimal buffering that provides the highest supportable-quality segments of video program in an adaptive fashion. See EX2036. Like MOVE's ABR streaming technology, HLS also decides how to break up content into segments for audio/video, utilizes "get" requests, encodes content on the fly, maintains a timeline index to sets of files, and more. Further, HLS's use of transport stream (".ts") and manifest files closely resembles MOVE's use of QSS and QMX files, respectively. For example, like MOVE's QSS files, HLS's .ts files were streamlets of a particular portion of a video program encoded at a particular bitrate. See EX2073 at 39:21-23; EX2102 at 156:1-157:10. And, like MOVE's QMX files, HLS's manifest files provide a way

of time indexing the video encoded segments. *See id.* at 39:18-21. These features shift the playback quality to achieve continuous playback of the video.

28. By the economic downturn of 2008, businesses in the industry began shifting their revenue bases away from ad-supported models and moved toward premium subscriptions models. This shift included MOVE. By January 2009, MOVE hired Roxanne Austin as its new CEO, and announced that "cable and wireless had partnered to roll out an IP-based television service." EX2102 at 97:17-18. MOVE changed its business model but not its technology. EX2102 at 97:24-98:1. Rather than continuing selling directly to consumers, MOVE announced that it would be transitioning toward IP-based TV services. EX2102 at 98:2-6. In doing so, MOVE began "the delicate process of shedding existing customers as it migrate[d] to its new model." 98:8-9 (quoting EX2121). Others, like Disney/ABC, for example, adopted Flash as a temporary stop-gap measure following MOVE's transition away from Business-to-Business provisions. EX2121.

29. At its peak, MOVE's player was a superior product to the other commercially available players, including flash. This is because only MOVE's technology allowed users to watch videos continuously, without freezing or buffering of the video.

30. When my team and I developed Sling TV, we did so by implementing MOVE's ABR architecture. In other words, Sling TV was built upon MOVE's platform. EX2102 at 78:4-6; 157:12-22.

31. All statements made herein of my own knowledge are true, and all statements made on information and belief are believed by me to be true. I reserve the right to supplement and/or amend my testimony in response to any positions taken by Petitioner and/or its witnesses in reports, declarations, affidavits, or testimonies whether in response to my report testimony or in

amendment to their previous reports and testimonies to the extent such positions are relevant to the subject matter I have addressed herein.

I declare under I declare under penalty of perjury that the foregoing is true and correct.

Signature:

David R. Ericson

Executed On February 24, 2025 at 10:45 am in Provo, UT

EXHIBIT A

Contact

drericson@gmail.com

www.linkedin.com/in/daveericson1 (LinkedIn)

Top Skills

Executive Management
Start-ups
Leadership

Dave Ericson

Leader and Builder of People, Products & Technology | Digital Media Innovator & Strategist | 1st Live TV Streaming vMVPD, 1st OTT OVP & Adaptive Streaming Platform, 1st VoIP IXC | Always interested in new opportunities

Salt Lake City Metropolitan Area

Summary

Dave Ericson has 20+ years of executive leadership experience bringing new products and emerging technologies to market.
His teams have pioneered new over-the-top (OTT) cloud-based products and technologies from the ground up, developed innovative content distribution strategies and architectures, and helped build and launch three award-winning service platforms. These awards include a Technology & Engineering Emmy® Award for "Pioneering Development of Large Scale, Cloud Served, Broadcast Quality, Linear Channel Transmission" for Sling TV's groundbreaking work in launching the first live OTT TV service, the "Best of the Best CES 2015" and "Top Tech of CES - Best of Show" and later named one of the "10 Most Influential Products of the Past Decade" by Consumer Reports. Other products and services launched under Dave's leadership have been awarded "Best of the Web" by Forbes, "Product of the Year, 2000" by Internet Telephony, and "Product of the Year, 2000" by Network Magazine.

Dave's efforts include:

• The 1st vMVPD and Live OTT Television Streaming Service (Sling TV)
• The 1st adaptive streaming OVP and OTT content distribution platform (Move Networks)
• The 1st nationwide VoIP IXC network, IP softswitch, and UC enhanced service platform (I-Link Inc.)

As a founding executive at Sling TV, and former Executive GM, VP of Technology Architecture & Development, and VP of Operations for EchoStar and Dish Digital, Dave oversaw the product development and operation of the first vMVPD platform to market and the successful launch of Sling TV for DISH Network.

Dave also served as Vice President Solution Engineering and VP of Operations at Move Networks and helped Move become the leading OVP of streaming services for hundreds of programmers including ABC, ESPN, FOX, CWTV, Discovery, Televisa, Comcast Xfinity, and many more. Move invented, patented, and pioneered adaptive bit rate streaming technologies and became the leader in delivering TV Everywhere services worldwide.

Dave also held senior executive product and engineering positions at I-Link where he provided oversight for the design, engineering, and operation of the first to market Voice-Over-IP interexchange carrier (IXC) network in the US. He also managed the product development of I-Link's award-winning VoIP softswitch and unified communications platform using its patented audio and media gateway control protocols.

Other positions include OIT Director of Production Operations at BYU and Sr. Director of Product Development at inContact.

Dave has a degree in Broadcast Media Management from BYU.

Experience

BYU Broadcasting
Director Digital Media and Technology (CTO / CIO)
May 2018 - Present (3 years 8 months)
Provo, Utah Area

BYU Broadcasting is one of the true vertically integrated media companies in the world, from original content creation to distribution across all media formats and digital consumption technologies. BYUB is home to several educational and entertainment television networks and radio stations, including BYUtv, BYUtv Global, BYU Radio, KBYU Eleven, Classical 89 KBYU-FM. The stations are available over cable and satellite systems, SiriusXM, over-the-air broadcast (OTA), and via OTT media streaming apps across multiple device platforms. BYU Broadcasting's studios and broadcast center are located in Provo, Utah on the Brigham Young University Campus.

Senior Exec/VP at Sling TV, EchoStar, Move Networks | Media, Telecom, SaaS Product & Ops Consultant
Executive Technology, Media, Telecom, SaaS Consultant (Product Development, Technology & Operations)
September 2017 - Present (4 years 4 months)

LIVERight365 (Live Right 365)
Founder
September 2017 - Present (4 years 4 months)
Utah

LIVERight365 (Live Right 365) is being developed as a 501(c)(3) not for profit organization dedicated to honoring survivors and those that selflessly gave of themselves so that others might live. As a living memorial, LIVERight365 honors the memory of deceased and living organ donors by dedicating acts of kindness on their behalf and paying it forward in donating service to others 365 days a year.

We advocate healthy living by building awareness about the physical and mental benefits of a healthy physical and spiritual lifestyle to reduce the potential onset of disease and to prolong the well being of those already struggling with its affects. We support organ donation, transplant research, the rights of both patients and donors.

EchoStar Corporation
6 years 9 months

VP Technology Architecture & Business Development, Executive GM
November 2015 - August 2017 (1 year 10 months)

Executive responsibility for the technology architecture & business development of the over-the-top (OTT) television platform delivering Sling TV for DISH Networks and other streaming services. Instrumental in building Sling TV from the ground up and helping it grow into the #1 Live TV Streaming Service in the US with more than 2M subscribers and one of the top 10 US television distributors (MVPD) of any kind within the first two years of launch.

VP Operations, Executive GM
December 2010 - November 2015 (5 years)
Utah

Executive responsibility for the solution design and operation of EchoStar's over-the-top (OTT) television platform delivering Sling TV and other streaming services. Helped build Sling TV from the ground up and led all technical,

programming, and content integrations. Dual assignment to the Office of the CTO from 2011-2013.

Key contributor to the industry award-winning launch and subsequent growth of Sling TV into the #1 Live TV Streaming Service with over 2M subscribers. Oversaw key aspects of product development, engineering, and operations of EchoStar's over-the-top (OTT) television platform delivering Sling TV and other streaming services.

Managed an operating budget of over $40M per year. Led the operations, architecture, product management, software and infrastructure engineering, QA, finance, business development, and general office staff at various times. Bridged performance gaps across the organization.

Promoted an Agile product development cycle. Implemented key performance indicators (KPIs) and service improvement plans. Automated data collection and drove reporting dashboards utilizing advance analytics tools.

Oversaw all technical operations and production processes including content encoding (H.264/5), packaging of transport streams (TS) into HLS, MPEG-Dash, Move QVT/QMX, DRM, ad ops, technical operations, content distribution, software change and release management, data collection and reporting, etc.

Designed cloud services including network design and integration, AWS and cloud services, multiple CDN distribution relationships, VM management, and internal origin and application services.

Required mature processes, reporting, and best practices defined around common frameworks like ITIL and lean Six Sigma and strong principles of effective program, project, and product management.

Sling TV has won more than 12 industry awards including the annual Consumer Electronics Show (CES) top awards "2015 Best in Show" and "Best of the Best of CES".

Sling TV
4 years 10 months

Founding Executive, VP Technology & Architecture
November 2015 - April 2017 (1 year 6 months)

(Sling TV now wholy owned and operated by DISH Network -- ETC aquired by DISH)

Responsible for the solution architecture of the award-winning over-the-top (OTT) television streaming platform delivering Sling TV for DISH Networks. Oversaw the OTT television platform product design, engineering, and service operation.

Instrumental in growing Sling TV into one of the top 10 US television distributors (MVPD) of any kind within its first two years of launch and the #1 live streaming service based on active subscribers (Sling TV is owned and operated by DISH Network). Acted as the General Manager for the Utah division of EchoStar Technologies responsible for the product design, engineering, and operation of the OTT Television Platform. Oversaw Utah office, budgets, and personnel.

Sling TV is a first of its kind award-winning OTT (over-the-top) TV service that delivers live U.S. and international programming. Sling TV is a new kind of MVPD that features the best of live TV including channels from ESPN, Scripps, Turner, Disney, AMC, FOX, HBO, Showtime and many more. Sling TV is a next generation cord-cutting service with a breakthrough model that meets the entertainment needs of today's viewers.

A few Sling TV awards:
Emmy® Award in Technology & Engineering for "Pioneering Development of Large Scale, Cloud Served, Broadcast Quality, Linear Channel Transmission"
One of the "Ten Most Influential Products of the Past Decade" by Consumer Reports
Engadget: "2015 Best in Show" / "2015 Best of the Best of CES," "Best Software/App," "Best Home Theater Product"
Digital Trends: "Top Tech of CES 2015, Best of Show"
GottaBe Mobile: "Most Outstanding of CES 2015"
Mashable: "Best of CES 2015"
PCMag.com: "Best of CES 2015, Best Home Theater Gear"
Reviewed.com, a division of USA TODAY: "2015 CES Editors' Choice"
Techlicious: "Top Picks of CES 2015"
TechnoBuffalo: "Best of CES 2015"
TechRadar: "CES 2015 Staff Picks, Best Home Theater Product"
The Verge: "Best Service"

Founding Executive, VP Operations

July 2012 - November 2015 (3 years 5 months)

Oversaw the service operation Sling TV as well as the over-the-top (OTT) television platform delivering Sling TV. Led all technical operations, content and network on-boarding, and content streaming distribution. Managed all technical operations, people, and processes including content encoding, ad ops, technical operations, product development, software and IT/cloud engineering, content distribution, DevOps software change and release management, business intelligence (BI) and data analytics, etc. Key contributor to the industry award-winning launch and subsequent growth of Sling TV and its preceding service know as Dishworld (DISH World). Implemented and required mature processes, reporting, and best practices practically defined around common frameworks like ITIL and Lean Six Sigma.

DISH Digital

VP Operations

July 2012 - July 2014 (2 years 1 month)

(DISH Network / EchoStar JV prior to the launch of Sling TV)

Responsible for the solution design and operation of the over-the-top (OTT) television platform delivering Dishworld, Dish Anywhere, and Sling TV. Assisted with the technical integration of Blockbuster, following its acquisition, into the Dish Digital platform and software echo-system. Bridged gaps of performance in a fast-paced software development and operational environment. Implemented process, business analytics and reporting, and DevOps best practices practically defined around common maturity model frameworks like ITIL, Lean Six Sigma, and Agile software development. Fostered collaboration across the entire organization.

Move Networks

4 years 10 months

VP Business Development & Solutions Engineering

December 2009 - December 2010 (1 year 1 month)

(Assets acquired by EchoStar Inc.)

Facilitated the transition of Move Networks from the leading video technology innovator into a full OTT Internet television service provider and market leading OVP. Move was the primary provider of OTT streaming services for 100's of programmers including Disney (ABC, ESPN), CWTV, Discovery, FOX, Televisa, ProSieben, and Comcast Xfinity and enterprise organizations like the Democratic National Committee Convention (DNCC), the Church of Jesus Christ of Latter-day Saints, the Paley Center, and NuSkin. Helped lead the multimillion dollar acquisition of Move Networks by EchoStar Incorporated.

VP Operations
March 2006 - December 2009 (3 years 10 months)

Executive responsibility for designing, building, and operating the first adaptive streaming and TV anywhere platform in the world from the ground up. Led the transition of Move Networks from a video technology innovator into an internet television service provider. Oversaw key aspects of the product design and operation of the first IP-based platform to convert digital video into the adaptive bitrate streams required to successfully deliver media and television content over-the-top (OTT) of the public Internet.

Instrumental in helping Move become the primary provider of streaming services for 100's of programmers including Disney (ABC, ESPN), CWTV, Discovery, FOX, Televisa, ProSieben, and Comcast Xfinity and enterprise organizations like the Democratic National Committee Convention (DNCC), the Church of Jesus Christ of Latter-day Saints, the Paley Center, and NuSkin. Move was recognized with several awards including "Red Herring North America Top 100", "Global Top 100," and "On Hollywood 100".

Directed customer on-boarding, encoding, production and distribution of 1000's of live streaming events, linear broadcast channels, and video-on-demand (VOD). Managed sales engineering including the client service and solution engineering teams building and developing website APIs and player clients for programmers. Implemented Agile product development and release cycles. Promoted a culture of product and service improvement with strong QA and change management. Identified and bridged performance gaps across the organization.

Brigham Young University
2 years 5 months

Director, Production Operations CPC-Provo, OIT
March 2005 - March 2006 (1 year 1 month)

Directed operational activities for the primary data center shared by Brigham Young University and The Church of Jesus Christ of Latter-day Saints. The Church Processing Center-Provo is the owned and operated datacenter hosting the delivery infrastructure for hundreds of applications used worldwide by the LDS Church and its Church Educational System (CES) including BYU. Acted as service liaison between BYU and the Information and Communications Systems (ICS) department at the LDS Church. Managed the staff responsible for ITIL service improvement plans, information security,

change management, backup, disaster recovery and data archival and vaulting.

Financial Project Cost Accountant, Office of Information Technology (OIT)
November 2003 - March 2005 (1 year 5 months)

Controlled the financial accounting, budgets, and balance sheets for more than $30M in annual technology projects for the BYU Office of Information Technology serving the entire campus community. Automated budget and cost accounting for all university IT projects and implemented new financial reporting systems.

NICE inContact
Sr. Director of Product Development
December 2002 - September 2003 (10 months)

Helped transition the company from a telecommunications reseller into a telecommunications carrier and hosted call center solution provider by facilitating the acquisition of I-Link Communications. Along with the acquisition, the company was renamed inContact and became a premier provider of hosted call center solutions. Hired by UCN/inContact to provide strategic leadership for all aspects of the design, development, and lifecycle planning of all products, technology, and UC/ACD service-related applications. Directed market and competitive analysis, positioning, promotion, and pricing. Managed Marketing staff and P&L while ensuring that product expectations were met within senior staff and board guidelines. Analyzed market and competitive research from Gartner, Yankee Group, I-Locus, and end-user product feedback. Presented corporate strategy and vision to investors, partners, customers, and employees.

I-Link Inc.
5 years 6 months

VP Product and Strategic Development
December 2000 - December 2002 (2 years 1 month)
(Split assets acquired by inContact and Acceris Communications)

Led the design, development and deployment of the first voice-over-IP (VoIP) interexchange (IXC) carrier in the United States and product management of the world's largest VoIP Enhanced Service platform at the time. Oversaw the product design and operation of the first IP-based platform to convert traditional ISDN DID and SS7 signaled circuits into Voice-over-IP (VoIP) enhanced telephone services, SIP, H.323, and other media control protocols.

Helped I-Link become the market leader in VoIP-based conferencing and one number unified messaging services. I-Link reached $100M in annual revenue as a public company and held some of the earliest Fax-over-IP and Voice-over-IP patents in the industry.

VP Network Engineering and Operations
December 1998 - December 2000 (2 years 1 month)

Responsible for the design and operation of a convergent VoIP network (IXC, ISP, ASP) with a 99.995% customer guaranteed service level agreement (SLA) and hundreds of million local, toll-free, and long distance calls per month. Supported the successful licensing and deployment of I-Link's award winning softswitch API named "Product of the Year, 2000" by Internet Telephony. Controlled an operating budget of almost $2M per month. Managed Network Engineering, Network Operations, Provisioning, and Customer Support. Negotiated carrier services contracts with multiple network providers. Managed vendor negotiations and purchasing. Ensured that all customer service level agreements (SLA) were met. Directed network design, capacity planning, traffic engineering, service configuration, and network deployment. Oversaw all operational systems technology and processes around automation, escalation, surveillance, and service desk support procedures.

Sr. Product Manager, Product Line Manager
July 1997 - December 1998 (1 year 6 months)

Managed product development and deployment of the award-winning VoIP softswitch and unified communications (UC) application platforms named "Product of the Year, 2000" by Network Magazine and "Best of the Web" by Forbes. Managed key product lines with an annualized revenue of $40M+ by 2000 or approximately 40% of total corporate revenue. Instrumental in end-user analysis, use case design, key pricing, cost analysis, margin analysis, and revenue planning. Managed product development roadmap.

Brigham Young University
4 years

Network Analyst
1997 - 1997 (less than a year)

Engineering and systems administration for campus WAN and LAN networks, NOC systems administration, and support tools.

Telecommunications Analyst
1996 - 1997 (1 year)

Program manager for campus telecom and network infrastructure projects.
Telecom CBX / PBX system administrator.

Application Development Manager
1995 - 1996 (1 year)

Managed the software development and implementation of an integrated Telecommunications Information Management System.

Telecommunications Documentation Manager
1993 - 1995 (2 years)

Managed the technical systems documentation for all campus telecommunications infrastructure and circuits installed at the university. BICSI Certified Technician.

Education

Brigham Young University
Broadcast Media Management