

# Anthony M. Fadell

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## Objective

To obtain a senior management position, (CTO/VP) in technology strategy, business development or engineering at a small to mid-sized (40-300 employees) company or innovative division of a multi-national corporation. The technology-focused company should be creating connected or mobile Internet devices, wired or wireless communications semiconductors or network integration software services.

## Employment History

### **Fuse Systems, Inc.**

**Sept. 1999 – Dec. 2000**

*Founder & CEO*

"Bringing Plug & Play to the Web" - Fuse Systems licenses its technology to web-based businesses to allow them to reach beyond the browser to manage and control network-edge devices, such as digital cameras and MP3 players, without required unique software downloads.

- Raised \$1M Angel investment at favorable terms in November 1999.
- Built a 12 person staff from Philips, Apple, SGI, Macromedia, WebTV, IDEO, Inktomi, Netscape, Lehman and RealNetworks.
- Negotiated a multi-year strategic investment and product-manufacturing contract with Samsung Electronics.
- Leveraged the company's knowledge from its initial efforts to build the "Dell of Consumer Electronics" to develop device connectivity technologies. Within 2 months, reformed the team, business plan and strategy.
- Created the architecture for a server mediated peer-to-peer connectivity platform that allows remotely authenticated, secure communications to a range of devices (USB, 1394, Bluetooth, UPnP, JINI, HAVI and native-PC) through a unified web-based API. Built a technology demonstration and alpha implementation.
- Negotiated product-licensing agreements with beta customers Casio, Intel, Kodak and Ofoto.

### **Beatnik, Inc.**

**June 1999 – Oct. 1999**

*Independent Management Consultant*

Retained by CEO to evaluate and redefine Beatnik's audio platform strategy. Facilitated internal strategy sessions, performed detailed value chain analysis and identified key business needs: revenue growth, platform adoption and acquisition of branded content.

- Developed strategy to speed platform adoption by incorporating consumer audio applications into product line, thereby short-circuiting the time-intensive third-party content creation processes.
- Concluded that an acquisition of a consumer audio applications company was necessary after directing the make vs. buy decision process. Outlined potential acquisition targets as well as internal product development options.
- Headed merger evaluation and implementation team for Mixman acquisition. Developed joint business plan, performed due diligence, led merger negotiations and facilitated joint planning sessions. Merger was completed in Oct. '99, resulting in a combined valuation of \$100M.

### **Philips Consumer Electronics, Strategy & Ventures USA**

**Sept. 1998 – April 1999**

*Vice President, Business Development*

Responsible for the development of Philips' Internet and digital audio product strategy, investment opportunities and strategic alliances. Reported directly to the Philips Board of Management.

- Formed and directed executive-level teams from Philips Audio, Philips Digital Video Systems, Philips Semiconductors and Philips Research to craft a 3-year technology and product strategy for Philips' line of portable MP3 players and semiconductors.
- Generated greater value from Philip's existing assets by architecting spinouts of internal battery and speech recognition technologies. Formulated business strategy, negotiated intellectual property licensing agreements and structured joint sales/marketing relationships.
- Initiated and structured Philip's strategic relationship with RealNetworks to supply codec technologies, desktop applications and joint marketing activities for Philips corporate-wide Internet Audio initiatives.
- Negotiated Samsung OEM agreement to supply initial Philips-branded digital audio players.
- Managed Philips digital audio interests with Audible and eMusic by developing content partnerships and negotiating corporate investments. Supervised Amplified.com investment as Board member.

### **Philips Consumer Electronics, Mobile Computing Group**

**Apr. 1995 - Aug. 1998**

*Founder, CTO, Director of Engineering, Director of Business Development*

Created the business group responsible for developing Philips Mobile Computing product lines, which included the Windows CE-based Handheld PCs; Philips Velo-1, Velo-500, & Nino-300. Over 500,000 units of these products were sold cumulatively in 13 countries over 2 years. Staffed and managed Mechanical, Hardware, Software, HW/SW Quality Assurance and Manufacturing teams of over 50 persons and 9 direct reports with an \$18M annual engineering budget.

- Developed the initial Philips handheld product line and business plan, successfully securing an \$8M concept development budget from Philips Board of Management while still employed at General Magic.
- Single-handedly convinced Microsoft to re-open its Windows CE licensing platform and port their software to Philips' chips, resulting in the development of the first Windows-based handheld computers.
- Performed manufacturer evaluations and negotiated a multi-year \$25M contract with Solectron Malaysia.
- Shipped the Velo-1 within 13 months of business conception without initial team or infrastructure in place.
- Specified technology, product and accessory roadmaps for 4 families of devices, and architected all hardware platforms.
- Won numerous awards for product design including PC Week's Editor Choice Award, Business Week's Handheld Design of the Year, Byte's Best of Comdex and c|net's Must Buy.

- Established localization teams to develop the products in 5 languages and produce the product lines in 13 countries.
- Instituted Product Creation Process to ensure consistent 9-month product development cycles.

### **Rocket Science, Inc.**

**Sept. 1994 - Jan. 1995**

*Contractor, Sr. SW Engineer*

Rocket Science was early entrant to Sega CD gaming market and one of the first companies to blend Hollywood production qualities with Silicon Valley technology to produce the next wave of highly immersive gaming experiences.

- Ported the Rocket Science CD-ROM streaming video game engine to the Sega 32X, a dual Hitachi SH2 processor platform ahead of schedule while being employed full-time at General Magic.
- Creation and maintenance of a complex development environment that utilized 4 PC and 3 hardware in-circuit emulators.

### **General Magic, Inc. (Sunnyvale, CA)**

**1992 - 1995**

General Magic was a pioneer in the handheld communicator market, amassing over 25 technology licensees including Sony, Motorola, AT&T, Philips, Toshiba, NTT. Joined the company as the 30<sup>th</sup> employee and played key engineering roles as the company grew to over 200 employees, successfully completing its IPO in February 1995.

*System Architect*

*Sept. 1994 – Apr. 1995*

- Instrumental in the development and shipment of all 6 General Magic Licensee products, including the Sony MagicLink, Motorola Envoy, Panasonic NeoNet, Oki Communicator.
- Architected, developed and patented the MagicBus Peripheral Serial Bus. Created multiple MagicBus peripherals including keyboard, phone and diagnostic peripherals.
- Managed all aspects of vendor and customer relationships, evaluated technical vendor specifications, performed competitor teardowns and served as technology spokesperson for press, customers and vendors.
- Convinced Mitsubishi to design and fabricate an integrated MagicBus micro controller and Hosiden to tool specialized connectors at no cost to General Magic.

*Hardware & Software Engineer*

*Apr. 1992- Sept. 1994*

- Architected and implemented several Magic Cap Operating System software components including the Magic Beam infrared communications protocol, Magic Bus serial bus communications protocol, PCMCIA drivers, low level kernel timer facilities, touch screen sampling and power management subsystem code in C and 68XXX Assembly languages.
- Schematic capture and board layout of development platforms. Wrote ASIC functional block specifications.
- Implemented the Telebug hardware debug devices. Diagnosed and debugged PCBs and custom ICs.

*Diagnostics Engineer*

*Jan. 1992 – Apr. 1992*

- Created manufacturing diagnostics software, test modules and documentation for IC bring-up and product shipments.
- Promoted to a hardware and software engineer reporting to both teams within 4 months of initial hire date.

### **Constructive Instruments, Inc. (Ann Arbor, MI)**

**1991 - 1992**

*Founder & President*

Created a multimedia software company developing low cost media integration tools for the K-12 education market. Leveraged technologies previously developed at the University of Michigan and built a 6-person team to productize technology and implement the business plan.

- Secured a distribution contract from Wings for Learning/Sunburst Software; terms included a \$100,000 upfront royalty payment and joint sales/marketing programs.
- Negotiated technology licensing and royalty terms with the University of Michigan licensing body.
- Shipped software products MediaText and MediaText Jr. that received educational awards from T.H.E. Journal, Educational Computing.

### **ASIC Enterprises, Inc. (Westlake Village, CA)**

**1989 - 1992**

*Founder, President, ASIC HW Engineer*

Built a company to create 65C816-compatible processors for the Apple II market. As principal engineer, used Mentor Graphics, Cadence Framework and VLSI Technology IC design tools to create and test gate array silicon logic.

- Architected and shipped the processor that met all design targets within 9 months of concept development. Eclipsed competitor products by enhancing performance over 5X.
- Developed technology independent, test vector generator software to allow rapid design translation and verification.
- Sold microprocessors to Apple Computer and Applied Engineering.

### **University of Michigan (Ann Arbor, MI)**

**Sept. 1988 - June 1991**

*Founder, Systems Director, Researcher*

As an undergraduate, reported to the professor in charge of the Advanced Technology Laboratory. Led the conception and creation of the University of Michigan's Media Café Multimedia Lab, the first lab on campus to research multimedia technologies and their applications in educational settings.

- Obtained \$250K through university funding programs to grow the lab to span 3 rooms, 8 full-time staff, and 21 workstations with associated multimedia hardware.
- Convinced Macintosh peripheral manufacturers, Radius, SuperMac and Mass Microsystems to donate needed equipment.
- Created the Broadway Video Network (using RF Broadband and Digital technologies) that supported remote media access and teleconferencing.
- Developed a Virtual Reality workstation by interfacing a Nintendo Power Glove and Sega 3D glasses to a Macintosh to provide a 3D spatial human interface.
- Created MediaText, a multimedia word processor that incorporated sound, animations, video-clips and CD Audio into standard word processing documents, that was successfully used in education courses at a local high school and distributed the software to 5000 teachers at the National Education Computing Conference.

- Architected next generation classrooms and networking infrastructure for U of M's AOSS Building and Ann Arbor's Community High School.
- Designed and implemented HyperPlan, a handheld device to make HyperCard stacks mobile, based on a 68HC11 microprocessor, a touchscreen-LCD interface and an object oriented database.
- Promoted the Media Café in several Macintosh related magazines, MacWeek and MacUser and spoke on behalf of the lab at the Multimedia Expo.

**Ronan, Inc. (Woodland Hills, CA)**

**May 1989 - Sept. 1989**

*Design Engineer*

Employed as a summer intern at this industrial controls product firm that engineered and manufactured its products for large-scale energy production plants around the world.

- Developed a fully interrupt driven, real-time 6502-based single board computer and firmware that successfully received Nuclear Regulatory Commission approval and was installed in the DELMARVA Nuclear Power Plant.
- Redesigned the High-Temperature Sensing product line to allow for more flexible and efficient installation that enabled the company to grow revenues of these products by 3X.

**Quality Computers, Inc (Grosse Pointe, CA)**

**Sept. 1986 - May 1989**

*Software Engineer, Salesman, Technical Support Engineer*

First employee at this startup Apple II software development & mail order firm that started with \$8000 in a basement. Successfully acquired for \$10M in 1995.

- Started as a shipper then quickly promoted to a sales and technical support roles within 1 month of initial hire date.
- Developed shipping, accounts payable/receivable, manufacturing and technical support business policies to grow the company to \$200,000/month gross sales and 12 employees.
- Designed and wrote professional utilities, RAMUP (RAM card utility) and EasyDrive, (hard drive optimizer) which shipped over 80,000 copies.
- Setup and coordinated corporate events, including conference exhibitions at Applefest '87 and NECC '87.

**Education**

**University of Michigan (Ann Arbor, MI)**

**1987 - 1991**

BSCE '91, Bachelor of Science in Computer Engineering

Studies concentrated in Advanced Microprocessor Architecture, VLSI CAD, Video Compression and Human Interface.

**Patents and Publications**

5 Patents issued at General Magic, 2 as principal author, 3 others as co-author.

<b>Patent Number</b>	<b>Patent Title</b>
5675811	Method For Transmitting Information Over An Intelligent Low Power Serial Bus
5787298	Bus Interface Circuit For An Intelligent Low Power Serial Bus
5938742	A Method For Configuring An Intelligent Low Power Serial Bus
516840	A Method For Transmitting Bus Commands And Data Over Two Wires Of A Serial Bus
5612796	Support Structures For An Intelligent Low Power Serial Bus

Published a two-part article, "Image Compression: Decoding the Industry," New Media News, Boston Computer Society, 1990, Volume 5, Issue Numbers 3-4. Topic: Description of various image compression technologies and general technical tradeoffs between them.