

EXHIBIT 2

Part 2

Native or bilingual proficiency

Professional working proficiency



Certifications

Chartered Professional Accountant (CPA) Candidate
Institute of Chartered Accountants of Ontario

Certified Management Accountant (CMA) Candidate
CMA Ontario

Certified Patent Valuation Analyst (CPVA)
Business Development Academy



Skills & Endorsements

Top Skills

- 18 Financial Modeling
- 14 Financial Analysis
- 12 Corporate Finance
- 9 Management Consulting
- 7 Business Analysis
- 7 Finance
- 6 Mergers & Acquisitions
- 6 Valuation
- 1 Management Accounting
- 7 Intellectual Property...



Education

Carleton University
Masters, (MBA) Business Administration - Finance
2010 - 2012
AACSB Accredited

Rotterdam School of Management, Erasmus University
Bachelor of Science (BSc), International Business Administration
2005 - 2008

Canadian Operational Research Society (CORS)
Diploma, Operational Research
2010 - 2011



Additional Info

How You're Connected


You

REDACTED

Derek D.

Advice for Contacting Derek

derekdelaat@gmail.com


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Donald Powers

3rd

Litigation Counsel at Rockstar Consortium US LP
Dallas/Fort Worth Area | Telecommunications

Previous Huawei, Nortel, Dallas Area Rapid Transit
Education The Judge Advocate General's School

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152 connections

Contact Info www.linkedin.com/pub/donald-powers/11/376/14a

Background

Experience

Litigation Counsel

Rockstar Consortium US LP
January 2012 – Present (2 years 2 months) | Richardson, Texas

Manage day-to-day aspects of legal actions by and against Rockstar at trial and during subsequent appeals.

Corporate Counsel

Huawei
April 2011 – December 2011 (9 months)



Supported direct and channel sales of enterprise and infrastructure products and services to Tier 1 service-providers and Multisystem Operators.

Senior Counsel

Nortel
February 1998 – April 2011 (13 years 3 months)



Managed day-to-day aspects of major disputes worldwide, including interfacing with senior management, risk management, internal resources, outside counsel, and opposing parties. Decided case strategy on a variety of cases, including commercial and intellectual property disputes, torts, and class actions. Retained and managed outside legal counsel, including approving and managing budgets. Provided legal advice, drafting and negotiation support on a wide variety of non-standard commercial agreements, including sales, supply, services, and distribution agreements. Advised business management regarding risks associated with business strategies and customer disputes and claims.

2 recommendations

Jon C Austin
Manager Contracts & Compliance at D...

Before Don became Litigation Counsel at Nortel Networks, he and I supported quite a few sales deals together over several... [View >](#)

Darlene Blandino
Executive Assistant Legal

I have worked with Don for 9+ years on various litigation-related projects and/or investigations. Don is very knowledgeable... [View >](#)

Senior Attorney - Procurement Law Division

Dallas Area Rapid Transit
June 1995 – January 1998 (2 years 8 months)

Advised Contracts and Program Management Departments on the formation and administration of supply, service, construction, construction management, and architect-engineer contracts. Included all types of fixed-price and cost-reimbursement contracts. Negotiated and litigated multi-million dollar claims, protests, and administrative appeals. Responsible for all aspects of litigation from pleadings and motions through discovery and trial.

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People Also Viewed

Chad Hilyard
Chief Intellectual Property Counsel at Rockstar Consortium US LP

Erik Fako
Lead Patent Counsel, Assertion/Litigation

John Garland
Vice President of Licensing at Rockstar Consortium US LP

Scott Ouellette
IP Counsel, Rockstar Consortium US LP

Shival Virmani
Patent/Licensing Attorney at Rockstar Consortium US LP

David Sasso
Senior Licensing Counsel at Rockstar Consortium

Trial Attorney

Office of the Chief Trial Attorney, U.S. Army Contract Appeals Division

June 1991 – May 1995 (4 years)

Represented the Army against major defense contractors in all phases of government contract litigation before the Armed Services Board of Contract Appeals and the GSA Board of Contract Appeals.

Senior Prosecutor

197th Infantry Brigade, Fort Benning, Georgia

May 1986 – June 1988 (2 years 2 months)

Legal advisor to the Army's largest separate infantry brigade. Prosecuted cases against soldiers accused of felony and misdemeanor offenses, including murder, rape, sexual assault, drug distribution, larceny, and forgery.

Administrative Law Attorney

United States Army Infantry Center, Fort Benning, Georgia

July 1988 – April 1989 (1 year 10 months)

Advised on matters concerning government contract, fiscal, personnel, environmental and administrative law. Reviewed contract solicitations and awards, provided advice on issues relating to contract formation and administration, acted as local counsel on protests before the General Accounting Office and disputes before the Armed Services Board of Contract Appeals. Represented the Army on labor matters in hearings before the Equal Employment Opportunity Commission.



Volunteer Experience & Causes

Team Member

Team Rubicon, Inc.

November 2012 | Disaster and Humanitarian Relief



Skills & Endorsements

- Contract Management
- Intellectual Property
- Telecommunications
- Contract Negotiation
- Litigation
- Commercial Litigation
- Patent Litigation
- Drafting Agreements
- Legal Advice
- Trade Secrets
- Class Actions
- Civil Litigation
- Due Diligence
- Program Management
- RFP
- See 2+ >



Education

The Judge Advocate General's School

LLM, Law

1990 – 1991

The University of Texas School of Law

JD (with honors), Law

1983 – 1986

Activities and Societies: Texas Law Review, Order of the Coif

The University of Texas at Arlington

BA (with high honors), Political Science

1975 – 1979

Mark Hearn
Senior IP Licensing Counsel

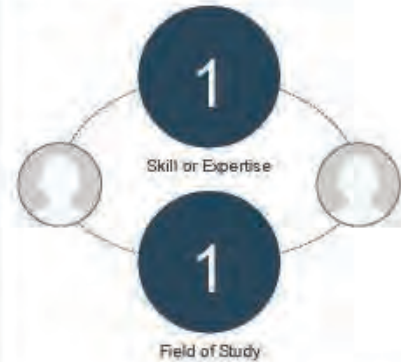
Dave Smith
Patent Acquisition and Sales at Rockstar Consortium Inc.

John Veschi

Aji S. Guindi
Senior IP Counsel at Rockstar Consortium LLC

In Common with Donald

You Donald





Additional Info

Personal Details

Birthday March 15



Honors & Awards

Additional Honors & Awards


Texas Law Review, Order of the Coif, Legion of Merit



Organizations

Additional Organizations

Supreme Court of the State of Texas United States District Court - Northern District of Texas United States Court of Appeals for the Federal Circuit United States Court of Appeals for the Armed Forces



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Erik Fako

3rd

Lead Patent Counsel, Assertion/Litigation

Raleigh-Durham, North Carolina Area | Telecommunications

- Current: Rockstar Consortium US LP
- Previous: Nortel Networks
- Education: Franklin Pierce Law Center

[Connect](#) [Send Erik InMail](#)

194 connections



www.linkedin.com/pub/erik-fako/13/3a9/746

Background



Experience

Lead Patent Counsel, Litigation

Rockstar Consortium US LP

August 2011 – Present (2 years 7 months) | Raleigh-Durham, North Carolina Area

Lead Patent Counsel, IP Defense/Litigation

Nortel Networks

January 2000 – August 2011 (11 years 8 months)



Skills & Endorsements

Top Skills

- 15 Intellectual Property
- 13 Patents
- 11 IP
- 10 Licensing
- 9 Litigation
- 4 Telecommunications
- 4 Patent Litigation
- 3 Mergers & Acquisitions
- 3 Patent Prosecution
- 2 Corporate Governance



Erik also knows about...

- 2 Software Licensing
- 1 Patentability
- 1 Corporate Law
- 1 Trademarks
- 1 Commercial Litigation
- 1 Legal Advice

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Erik 3rd

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People Also Viewed



Chad Hilyard

Chief Intellectual Property Counsel at Rockstar Consortium US LP



Donald Powers

Litigation Counsel at Rockstar Consortium US LP



John Garland

Vice President of Licensing at Rockstar Consortium US LP



Mark Hearn

Senior IP Licensing Counsel




Scott Ouellette

IP Counsel, Rockstar Consortium US LP

Chris Cianciolo

Senior Intellectual Property Counsel at Tyco International

 Education

Franklin Pierce Law Center
JD, Intellectual Property
1993 - 1996

Groups

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IP Litigation
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Schools


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- 
David Sasso
Senior Licensing Counsel at Rockstar Consortium
- 
Shival Virmani
Patent Licensing Attorney at Rockstar Consortium US LP
- 
John Veschi
--
- 
Gillian McColgan
CTO at Rockstar

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- You
- Erik



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Gillian McColgan 2nd
 CTO at Rockstar
 Greater Boston Area | Telecommunications

Current: Rockstar Consortium
 Previous: Nortel Networks, BNR
 Education: University of Ulster

[Connect](#) [Send Gillian InMail](#) **500+** connections

Contact Info www.linkedin.com/pub/gillian-mccolgan/2/837/811

Background

Summary

Business Leader with 25 years of international experience in the Telecommunications industry working in Europe & North America. Broad range of direct experience in R&D product delivery, Relationship Management and leading and planning product and customer engagement strategies. Keen understanding of how to build sustainable competitive advantage and how to leverage that investment to build customer revenue. Interested in application of strategy theory to solve real world problems as well as generate new insights into competitive dilemmas.

- Specialties: Due Diligence for Strategic Investments
 Business Case development
 Strategic Planning
 Patent Infringement claim mapping
 Partnership development
 Telecommunications Architecture
 Product Planning
 OEM relationship development
 Technical Acumen, Optical & data networks, wireless, voice applications

Experience

CTO 
 Rockstar Consortium
 July 2011 – Present (2 years 8 months) | Greater Boston Area

Lead Subject Matter Expert Technical and Market Analyst teams.
 Team responsibilities include

- Patent Claim charting to Reverse Engineering supported by internal lab facilities
- Competitive and Market Intelligence in support of existing Licenses and Prospective Licensees.

CTO, IP Business

Nortel Networks
 November 2008 – July 2011 (2 years 9 months) | Greater Boston Area

Working with Nortel's Management team, Outside Counsel, Creditor and Ad hoc Bondholder committees to monetize the value of the Patent Portfolio. Resulting in a sale at auction of the portfolio for \$4.5B in June 2011.

Led internal Nortel team responsible for technical reverse engineering and Patent infringement mapping of claims to develop and enhance the value of the portfolio and in tandem led Market based Business modeling activity to support valuation of the portfolio.

People Similar to Gillian

Kyle Quillen 3rd
 CTO at Agile Network Builders
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People Also Viewed

- John Veschi**
- Dave Smith**
 Patent Acquisition and Sales at Rockstar Consortium Inc.
- Chris Briggs**
 Senior Program Manager at Rockstar Consortium
- John Garland**
 Vice President of Licensing at Rockstar Consortium US LP
- Shival Virmani**
 Patent/Licensing Attorney at Rockstar Consortium US LP
- Vicki Carver**
 Director, Human Resources
- Chad Hilyard**
 Chief Intellectual Property Counsel at Rockstar Consortium US LP
- Hinta Chambers**
 CFO at Rockstar Consortium
- David Sasso**
 Senior Licensing Counsel at Rockstar Consortium
- Ross Morgan, CPA, CA, MAcc**
 Managing Director - CFO4Results

Portfolio Management Board, Office of CTO

Nortel Networks

November 2008 – November 2009 (3 years 1 month)

Internally focused on "clean sheeting" business analysis for troubled internal businesses. Activities involved recommendations and restructuring planning offering alternative business plans and opinions to maximise earnings and future potential for the businesses involved. External focus on filling gaps in Nortel's emerging technology portfolio, included responsibilities for integration of technology partners and small CTO acquisitions ie Diamondware

Wireless Business portfolio group

Nortel Networks

January 2005 – November 2005 (11 months)

Focused on assessing business cases and divestment opportunities for the Wireless portfolio. Included Due Diligence activities for divestitures and M&A activities.

Product Line Management, Core Routers

Nortel Networks

January 2003 – January 2005 (2 years 1 month)

Drove the tactical justification and strategic business case framework for the Core Router product segment in Nortel Networks which resulted in the decision to form an OEM partnership to address this market segment. I led the due diligence efforts to assess the various candidate companies and participated in the contractual negotiations which led to the establishment of the OEM relationship. Post contract, I was responsible for day to day management of this relationship.

IPT Leader Router Networks

Nortel Networks

2000 – 2002 (2 years)

Part of the transition team from Nortel Networks after Bay Networks acquisition, focused on Software and IP Platform Business management roles within the merged Data product Groups. Led a group of engineering and business resources, responsible for business opportunity assessment to customer trial product delivery. Achieved multiple releases of product hardware with supporting software functionality.

Strategic Marketing

Nortel Networks

1997 – 1999 (2 years)

Emerging Data Technology Marketing, Developing Business Models and Use cases for Customer to support early adoption of new products

Manager, Optical and Access Product Development

BNR

1993 – 1997 (4 years)

Managed several large R&D groups through multiple projects delivering a variety of Optical and Access Telecom products. Involved multi-site working globally with internal and external OEM partners and customers.



Volunteer Experience & Causes

Opportunities Gillian is looking for:

- Joining a nonprofit board

Causes Gillian cares about:

- Children
- Education
- Science and Technology



Skills & Endorsements

How You're Connected

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Gillian McColgan
Get introduced

Top Skills

- 28 Wireless
- 22 Telecommunications
- 17 Product Development
- 18 Strategic Planning
- 13 Business Case
- 12 Strategy
- 11 Networking
- 8 Licensing
- 9 IP
- 6 Management

Gillian also knows about...


- 6 Leadership
- 5 Mergers & Acquisitions
- 4 Product Planning
- 4 Strategic Partnerships
- 4 Start-ups
- 3 Partnerships
- 3 Product Management
- 3 Cross-functional Team...
- 2 Program Management
- 1 Patent Licensing
- 1 Data Networking
- Partnership Development





 Education

University of Ulster
PGD, Plastics Technology
1991 – 1993

University of Ulster
B.Eng (hons), Engineering
1985 – 1989

Methodist College Belfast
1979 – 1985


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Hamid Ould-Brahim

Internet Technology Expert at Rockstar Consortium Inc.
Ottawa, Canada Area | Telecommunications

Current: **Rockstar Consortium, Rockstar Consortium Inc.**
Previous: **Nortel Networks**
Education: **University of Ottawa**

[Send Hamid InMail](#)

81
connections



ca.linkedin.com/pub/hamid-ould-brahim/7736737

Background

Summary

- 19 years professional experience in networking industry and recently in Intellectual Property business.
- Current role Internet networking technology Expert (Distinguished Member of Technical Staff-DMTS) working for Rockstar Consortium Inc., a consortium consisting of Apple, Microsoft, RIM, Ericsson, and Sony.
- In 2011, a key contributor for achieving a historical sale of Nortel patents for an unprecedented amount of US\$4.5 billion.
- Prior to that contributed closely in securing a Nortel patent asset sale deal (Stalking horse agreement) with Google Inc.
- Nortel inducted Hamid as a "Distinguished Member of Technical Staff" (aka "Distinguished Engineer") in 2008, one of the highest recognition for a significant record of technical leadership, ability in pioneering new technological innovations that have resulted in successful new products or the evolution of established products, proven industry accomplishments and business impact throughout a professional career.
- Outstanding career within Nortel. Assumed several roles in different product lines and CTO organizations, which included Senior Software Designer, Team Leader, Product Line Manager, Individual Contributor, IP Protocol/System Architect, Standard Advisor, and Prolific Technology Inventor.
- Considered a renowned industry expert in VPNs, and a prolific inventor with more than 60 patents filed worldwide with at least 30 granted patents, spanning a wide range of technologies.
- Co-author and/or main editor of several Internet-based standards RFCs within IETF (Internet Engineering Task Force) organization.
- Selected by the IETF Leadership based on industry community input to lead and co-chair an IETF Routing Area Working Group (11vpn), which Hamid successfully co-chaired to completion from 2005 to 2008.

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People Also Viewed



Gillian McColgan
CTO at Rockstar



Dave Smith
Patent Acquisition and Sales at Rockstar Consortium Inc.



Vicki Carver
Director, Human Resources



Chris Briggs
Senior Program Manager at Rockstar Consortium



Terry Doggett
Senior IT Specialist at Rockstar Consortium Inc.



Bill Junkin
Portfolio Development & Enhancement at Rockstar Consortium

Hinta Chambers
CFO at Rockstar Consortium

Dan Lingman
Professor of Game Development at Algonquin College

Mark Hearn
Senior IP Licensing Counsel

Jeff Dever
Senior Patent Scientist at Rockstar Consortium

Specialties:VPNs, MPLS/GMPLS VPNs, IP Services, Optical VPNs (Layer-1 VPNs), Layer-2 Switching, Ethernet VPNs, etc.



Experience

Internet Technology Expert

Rockstar Consortium

July 2011 – Present (2 years 8 months)

Distinguished Member of Technical Staff (DMTS)

Rockstar Consortium Inc.

July 2011 – Present (2 years 8 months)

Senior Internet Technology and Standard Advisor, Distinguished Member of Technical Staff (DMTS)

Nortel Networks

June 1993 – July 2011 (18 years 2 months)



Skills & Endorsements



IP




Education

University of Ottawa

Master of Science, Computer Science

1990 – 1993



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hamid ziyati

3rd

IP Technology Consultant

Kanata, Ontario, Canada | Information Technology and Services

Current Rockstar Consortium

Education Herzing college

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86 connections



ca.linkedin.com/pub/hamid-ziyati/28/a69/a6b

Background



Experience

IP Technology Consultant

Rockstar Consortium

March 2012 – Present (2 years) | Ottawa, Canada Area



Languages

French

Arabic



Skills & Endorsements

Top Skills

2 Java

2 TCP/IP

1 C

1 Python

1 JavaScript

1 Programming

1 C#

1 HTML

1 Engineering

1 C++

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Director, Human Resources

Dan Lingman

Professor of Game Development at Algonquin College

Dave Smith

Patent Acquisition and Sales at Rockstar Consortium Inc.

Gillian McColgan

CTO at Rockstar

Hinta Chambers

CFO at Rockstar Consortium

Jeff Dever

Senior Patent Scientist at Rockstar Consortium

Bill Junkin

[Linux](#) [XML](#) [MySQL](#) [PHP](#) [CSS](#) [SIP](#)



Education

Herzing college

Business Management Degeree

2011 – 2012

Old Dominion University

Bachelor's degree, Electrical and Electronics Engineering

2009 – 2010



Additional Info

Personal Details

Birthday: November 11

Advice for Contacting hamid

Email

Portfolio Development & Enhancement at Rockstar Consortium

[Ron Steeves](#)

Patent Licensing at Rockstar Consortium Inc.

[Mark Hearn](#)

Senior IP Licensing Counsel

[Donald Powers](#)

Litigation Counsel at Rockstar Consortium US LP



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Hinta Chambers

CFO at Rockstar Consortium
Toronto, Canada Area | Telecommunications

Previous: Nortel Networks
Education: Wilfrid Laurier University

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444 connections

Contact Info ca.linkedin.com/pub/hinta-chambers/11/762/14b

Background

Experience

CFO

Rockstar Consortium
August 2011 – Present (2 years 7 months) | Mississauga, Ontario



Rockstar

Chief Financial Officer - IP Business

Nortel Networks
May 2010 – January 2012 (1 year 9 months)

Finance Director

Nortel
March 2008 – August 2010 (2 years 6 months)

- Finance leader and Business Partner for Corporate Functions including Marketing, Legal, Finance, IS, Real Estate, HR & Strategy. Managing budget of ~\$1.5B
- Provide value added financial and strategic analysis, as an active business partner on the executive cabinets of the CIO, CMO, CCO (HR, Real Estate & Training), and CLO
- Lead and develop team of approximately twenty finance managers and analysts.
- Overhaul corporate allocations to align directly to cost drivers to allow for effective decision-making
- Lead Corporate Service teams in carve out analysis for M&A transactions
- Lead team to analyze and develop exit strategies for foreign entities
- Develop residual organization strategy. Identifying org structure, activities, budget and timeline to obtain creditor support and funding

Finance Director

Nortel
April 2005 – February 2008 (2 years 11 months)

- Built best in class Management Reporting & Financial Planning processes for global FP&A organization

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Hinta 3rd
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People Also Viewed

[John Veschi](#)

[Gillian McColgan](#)
CTO at Rockstar

[Hilda Kurien](#)
Internal Controls

[Shival Virmani](#)
Patent/Licensing Attorney at Rockstar Consortium US LP

[Dave Smith](#)
Patent Acquisition and Sales at Rockstar Consortium Inc.

[John Garland](#)
Vice President of Licensing at Rockstar Consortium US LP

(500+ employees)

- Responsible for the development of Planning design strategy to roll-out SAP in over thirty countries.
- Managed Accenture Consulting relationship and employees to ensure timely design of project requirements for CO, CoPA, BW and BPS in SAP
- Developed Cost Centre, Profit Centre and allocation strategies
- Built cross functional Senior Executive awareness and support for Finance transformation initiatives

Senior Finance Manager - Sarbanes Oxley Compliance

Nortel

August 2004 – April 2005 (9 months)

- Responsible for management of SOX 404 compliance for the Financial Close Cycle globally. Developed management self assessment testing strategies and streamlined controls to build consistency and promote efficiency across regions. Identified Internal Control Objectives
- Built Senior Executive awareness and support for SOX compliance
- Managed and provided support & direction to team of fifty Nortel managers and Ernst & Young contractors
- Managed and aligned External Auditor, Deloitte & Touche, expectations and testing for SOX compliance.
- Chairperson for 2004 Accumen Financial Accounting & Reporting for OSC/SEC Compliance conference

Atzal Dean
Vice President- Patent Licensing

Chad Hilyard
Chief Intellectual Property Counsel at Rockstar Consortium US LP

Chris Briggs
Senior Program Manager at Rockstar Consortium

Dan Lingman
Professor of Game Development at Algonquin College



Skills & Endorsements

Top Skills

- 20 Internal Controls
- 14 Sarbanes-Oxley Act
- 7 Strategic Financial...
- 5 Cross-functional Team...
- Budgets
- SAP
- Financial Accounting
- Analysis
- Business Strategy
- Management

Hinta also knows about...

- Leadership
- SOX
- Financial Planning
- Budgeting



Education

Wilfrid Laurier University

HBBA, Business Administration

1992 – 1996

central peel

1988 – 1992

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James Geunmyoung 3rd in

S. (Upgrade for full name)

Junior IP Technology Consultant at Rockstar Consortium
Ottawa, Ontario, Canada | Telecommunications

Previous: Ciena, Indian Spectral Technologies, Korean Air Force
Education: Carleton University

[Send James Geunmyoung InMail](#)

103 connections

Background

Experience

Junior IP Technology Consultant
Rockstar Consortium
May 2013 – Present (10 months)



Hardware Designer at Power Integrity and Signal Integrity - coop
Ciena
January 2012 – April 2012 (4 months) | Ottawa



- Acquired the fundamentals of microwave circuit design such as transmission line, S-parameters and Smith chart and signal integrity analysis using several software tools including ADS tool, PCB design
- Developed circuit design, power and signal integrity analysis, testing PCB for WaveLogic 3 and involved measurement of noise, core temperature, package power and clock frequency which compared with simulation program resulting in improving performance from high speed digital design.
- Designed GUI simulation modeling application written with Matlab and assembling, wiring and testing electronic circuits/panels/components resulting in reducing design errors in real time.

Technical Support and Software Developer - Coop
Iridian Spectral Technologies
January 2011 – December 2011 (1 year) | Ottawa



- Analyzed and supported database management system with MySQL server and interpreted output parameters such as power, voltage, current, and IR temperature resulting found on transmission curve.
- Improved Process Automation Language which translates instructions in a series of commands that are sent to power supplies, servomotors, vacuum pumps, and software configuration resulting in acquiring useful information feedbacks to establish database for future customize products.
- Developed a database with GUI applications, email notification, diagnostic tools, help section and the implementation of a real-time operating system for the thin film deposition process with PLC which resulted in improvements of quality of optical thin film filters and satisfaction from technical operator.

Mountain Radar Site Crew
Korean Air Force
March 2003 – August 2005 (2 years 6 months)

- Maintained the Mountain Radar activities and monitored radar to support air traffic control operations, resulting in an operating of 24 hour without stop loss.
- Assisted with installations, upgrades, repairs and training of the high power transportable radar system and operating CBRN defense equipments resulting in a savings of budget and safety improvements.

Education

People Similar to James Geunmyoung



Corrie Anstey
Senior Hardware Engineer
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People Also Viewed

- Dave z mud St. Linus**
- Johnny Chan**
Vice G. Manager/Logistics Division at Sinotrans Zhejiang Co., Ltd.
- Alex Plachkov**
Software Engineer at Larus Technologies
- Bhaveek Makan**
Filmmaker
- Kyung Hee McDonald**
ESL Teacher at Champlain (Centre de langues)
- Aeron Yeung**
Student at University of Waterloo
- Munsu Kim**
Embedded System Software Engineer
- Yanghee Park**
at Ottawa Carleton Catholic School Board
- Dino Lomigora**
IT
- Erick Muis**
Support Developer at QNX

Carleton University

Bachelor of Engineering (B.Eng.), Biomedical and electrical Engineering with Distinction, Cooperative Education

2008 – 2013

Activities and Societies: Member of Institute of Electrical and Electronics Engineering (IEEE), Member of Carleton University Korean Student Association (CUKAS), Webmaster and Fourth year representative of CUKAS, Member of Carleton University Biomedical Engineering Society, Third year representative of Biomedical Engineering Society, Member of Ottawa Sport and Social Club, Member of LAN Toastmaster (Caring Campus)

▶ 1 project



Summary

- Experienced in intellectual property licensing, patent portfolio management, claim charts presentation, infringement claim mapping, testing Mobile OS (Android), 3G wireless equipment and applications, analysis of hardware devices and software programs, reverse engineering network protocols
- Integrated in embedded software and hardware design for controlling systems, and medical devices including Program Logic Controller, Microcontroller, ADS1298, and Picket3
- Performed in lab test equipment and software: Oscilloscope, Vector Network Analyzer, Spectrum Analyzer, Logic analyzers, Waveform pattern generator, and Wireshark, Photoshop
- Developed in computer programming with C++, C, Delphi, Matlab, SQL, DDMS
- Evaluated with basic knowledge of analog and digital circuit design in electronic system and analysis tool: UPD design viewer, Allegro PCB editor, Cadence OrCAD Capture CIS, Fusion Design, Advanced Design System, Xilinx Design Suite ISE11 and ModelSim
- Knowledge of the following operating system, information systems technical environment and networking protocols: Linux, VMware, MySQL server, VPNs, TCP/IP, VOIP, SIP, HTML, Kanban
- Familiarized in R & D hardware lab and working on embedded systems, implementing hardware design, fiber optic communication, prototyping systems, and probing
- Able to learn new software tool and hardware equipment quickly without supervision



Skills & Endorsements

Top Skills

- C++
- Microcontrollers
- Matlab
- Embedded Systems
- Delphi

James Geunmyoung also knows about...

- verilog
- PCB design
- c
- MPLAB
- Fiber Optics
- TCP/IP
- Python
- Linux
- VMware
- DSP
- ASIC
- VoIP
- Wireshark
- SIP
- DDMS
- See 4+ >



Projects

Wearable Wireless Bio-Signal Monitor

September 2012

- Designed a low-cost, integrated power management solution and ECG data collection system, a functional prototype of a device that is capable of transmitting a signal to a Smart-phone application.
- Developed in embedded systems and digital hardware design that microcontroller received the ECG signal from ADS1298 and stored the data on board with a micro SD card or transmitted the data via... more

How You're Connected

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James Geunmyoung S.

3 team members

[James Geunmyoung S.](#)
Junior IP Technology Consultant at Roc...

[Hisham Barkat, EIT](#)
Power Supply and Distribution Coordin...

[Ali Eissa](#)
Technical Support Engineer at Solana ...



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Jeff Dever

Senior Patent Scientist at Rockstar Consortium
Kanata, Ontario, Canada | Research

Previous **Nav Canada, Dever Domain Inc., University of Calgary**
Education **Carleton University**

[Send Jeff InMail](#)

92
connections

Contact Info ca.linkedin.com/pub/jeff-dever/5b07d1

Background



Summary

Advanced Air Traffic Control Software
Data Analysis and Imaging Code
Network communication Software
GUI Development in Java
Embedded Systems in C/C++

Specialties: Application Design and Development



Experience

Senior Patent Scientist

Rockstar Consortium 
November 2013 - Present (4 months) | Ottawa, Canada Area

Senior Systems Designer

Nav Canada 
September 2009 - November 2013 (4 years 3 months)

Experience in system development projects involving the design, development, acquisition and installation of real-time computer based systems both Windows and Linux based.

Experience in leading technical project teams

Extensive experience in software development using Java and Python

Years of progressively more experience in software engineering and software development or maintenance for sophisticated application software in real-time or on-line systems such as those used in Air Traffic Control Management systems

Experience in software integration, software configuration management and software testing.

Experience in software development or maintenance using C++ and/or Java in a real-time mission critical environment.

Experience with guiding software development projects with emphasis on detailed design, coding standards, unit & integration testing, implementation and software configuration management.

Experience with Object Oriented Analysis, Object Oriented Design and UML techniques/practices.

Experience in supporting business development of real-time mission-critical software intensive products.

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Vicki Carver
Director, Human Resources



Chris Briggs
Senior Program Manager at Rockstar Consortium



Dave Smith
Patent Acquisition and Sales at Rockstar Consortium Inc.



Hamid Ould-Brahim
Internet Technology Expert at Rockstar Consortium Inc.



Terry Doggett
Senior IT Specialist at Rockstar Consortium Inc.



Adrian Berzenji
Senior Systems Developer and Analyst at Nav Canada



Gillian McColgan
CTO at Rockstar



Bob Ledingham
Manager, Hong Kong Software Project at Nav Canada



hamid ziyati
IP Technology Consultant



Peter Lorenz
Senior Business Analyst at Rockstar Consortium Inc.

People Similar to Jeff



Winnie Ng

Principal IT Contractor

Dever Domain Inc.

November 2008 – August 2010 (1 year 10 months)

To provide professional computer systems consulting to various technology firms in the Ottawa area. Clients include Annidis Health Systems and NavCanada.

Senior System Analyst at NavCanada

+Connect

Computer Scientist

University of Calgary

December 2004 – July 2008 (3 years 8 months)



Software Designer

Vault Technologies

June 2003 – November 2004 (1 year 6 months)

Embedded systems software design.

Testing and Tools Developer

Nortel Networks

May 2000 – August 2003 (3 years 4 months) | Ottawa, Canada Area



Development of automated test tools for the Preside network management solution. This includes a test suite for the CORBA building blocks components using Ionix Orbiter for the sanity test process.

Designed and build the Operator Simulation Tool using Java, Python and Jython to load test large numbers of clients for the performance and scalability engineering group.

Jakarta Project Committer

The Apache Software Foundation

November 2000 – May 2003 (2 years 7 months)



Committer and Release Prime for the HttpClient 2.0 release. <http://hc.apache.org/httpcomponents-client-ga/index.html>

Software Contractor

Procom

April 2002 – September 2002 (6 months)



On contract to Nortel Networks.

Junior Software Developer

Natural Resources Canada

January 2000 – April 2000 (4 months)



Pacific Forestry Centre

Junior Database Developer

ITSD

September 1999 – December 1999 (4 months)



Volunteer Experience & Causes

Coach

Kanata Little League Baseball Association

May 2009 – Present (4 years 10 months) | Children

Trainer

Kanata Minor Hockey Association

September 2012 | Children



Skills & Endorsements

- 10 Software Development
- 9 Software Engineering
- 7 Software Design
- 7 Linux
- 5 Object Oriented Design
- 3 Java
- 1 UML
- 1 Integration



Education

Carleton University

Master of Engineering (M.Eng.), Technology Innovation Management

2014 – 2016 (expected)

[Http://timprogram.ca](http://timprogram.ca)

Carleton University

B.Sc, Computer Science

2000 – 2003



Camosun College

E. Tech, Electronics

1997 – 1998

Groups



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Schools



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John Garland ^{2nd}

Vice President of Licensing at Rockstar Consortium US LP
Greater New York City Area | Telecommunications

Previous Rembrandt IP Solutions, Rembrandt IP Management LLC, ThinkFire
Education Northwestern University - Kellogg School of Management

[Connect](#) [Send John InMail](#) 500+ connections

Contact Info www.linkedin.com/pub/john-garland/0/194/b75

Background

Summary

As VP of Licensing, John is responsible for the development and implementation of licensing programs for the famed patent portfolio developed in a variety of communication and networking protocols, as well as other related technologies, all originally conceived as part of Nortel.

Prior to joining Rockstar, John was an executive at Rembrandt IP Management & its subsidiary Rembrandt IP Solutions in leading business developments efforts to establish a brand and in leveling the playing field for patent owners, who wanted to obtain a fair return on their inventions. These were patented inventions widely adopted and being used by industry, often held by inventors, small and mid-sized public and privately-held corporations, universities, etc.

In 2001 John was part of the initial management team that created ThinkFire, where John led multi-disciplined teams to assist and partner with corporate clients in licensing negotiations, patent divestitures and acquisitions, commercial and technical assessment of patents, and IP strategy development.

Involved in the field of intellectual property since 1993 with AT&T and later with Lucent Technologies, Mr. Garland advanced to Director of Worldwide Licensing for Lucent Technologies. While at Lucent, John was responsible for leading a team of licensing professionals in the U.S., France and Japan with a focus on semiconductor, telecommunications, laser, multimedia, computing, and optical component & optical networking companies, where John's team contributed over \$250M of annual royalty revenues to Lucent Technologies. Mr. Garland has directed and led patent and technology license agreements with leading high-tech companies in North America, Asia and Europe.

Specialties: IP Licensing, settlement discussions, contract negotiations, client management, business proposals, executive management

Experience

- Vice President of Licensing**
Rockstar Consortium US LP
March 2012 - Present (2 years) | United States
Leading the development and implementation of licensing programs for renowned patent portfolio originally part of Nortel.
- Vice President of Business Development**
Rembrandt IP Solutions
January 2010 - March 2012 (2 years 3 months) | Greater Philadelphia Area
Led Business Development effort to identify and acquire high-quality inventions



Donald Dinella ^{2nd}
Chief Licensing Officer and Chief Licensing...
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People Also Viewed

- Chad Hilyard**
Chief Intellectual Property Counsel at Rockstar Consortium US LP
- Shival Virmani**
Patent/Licensing Attorney at Rockstar Consortium US LP
- Gillian McColgan**
CTO at Rockstar
- Alfi S. Guindi**
Senior IP Counsel at Rockstar Consortium LLC
- David Sasso**
Senior Licensing Counsel at Rockstar Consortium
- Dave Smith**
Patent Acquisition and Sales at Rockstar Consortium Inc.
- Donald Powers**
Litigation Counsel at Rockstar Consortium US LP
- Erik Fako**
Lead Patent Counsel, Assertion/Litigation
- Michelle Lee**
Technology & IP Commercial Lawyer
- Hinta Chambers**
CFD at Rockstar Consortium

Executive Vice-President

Rembrandt IP Management LLC

February 2007 – March 2012 (5 years 2 months)

Senior executive focused on licensing and commercialization efforts associated with Rembrandt patent assets.

Executive Vice-President

ThinkFire

July 2001 – January 2007 (5 years 7 months)

Executive VP & General Manager responsible for ThinkFire's overall efforts in licensing and patent valuation and brokering services, as well as developing and delivering IP management and strategy consulting services to leading 'high-tech' clients around the globe. Broad experience in high-tech IP transactions such as patent licensing negotiations, patent/technology acquisitions and divestitures, technology licensing, handling IP matters in establishing within Joint Ventures, and development and implementation of IP defense and commercialization strategies.

Director of Worldwide Licensing

Lucent Technologies IP Division

May 1993 – July 2001 (8 years 3 months)

Worldwide responsibility for managing and leading a team of licensing executives, including an office in Paris, in the licensing of Lucent's patents to leading semiconductor, multimedia, and optical networking companies. Leading and negotiating patent and technology license agreements with leading 'high tech' companies in North America, Asia, and Europe.

1 recommendation

Gene Potkay

SVP Intellectual Property, Nielsen

John Garland was a substantial contributor at AT&T/Lucent and held positions of lead negotiator for major closures with particular emphasis on semiconductors that extended to multimedia and ultimately to much broader management oversight and... View ↓

Product Manager

AT&T Microelectronics

July 1989 – May 1993 (3 years 11 months)

Marketing Manager with AT&T Microelectronics with worldwide responsibilities for a portfolio of high voltage analog/digital integrated circuits (ASIC, semi-custom, and standard products). Achieved greater than 200% revenue growth during the four-year period (1989-93) and in 1991 was awarded the Outstanding Marketing Support Award for Europe.

Engineer

AT&T Microelectronics

July 1985 – July 1989 (4 years 1 month)

Test engineer and IC fabrication engineer participated in circuit development, yield enhancement, cost reduction, chip re-design, failure mode analysis and improving manufacturing processes for a family of integrated circuits used in AT&T's Digital Voice Communication System.



Skills & Endorsements

Top Skills

99+

Licensing

17

Patents

85

Intellectual Property

36

Commercialization

22

Business Development

20

Contract Negotiation

How You're Connected

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John Garland

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You




John



- 16 Venture Capital
- 15 Start-ups
- 14 Executive Management
- 14 Business Strategy

John also knows about...

- 14 Due Diligence
- 10 Invention
- 9 Strategic Partnerships
- 9 Corporate Development
- 9 Strategy
- 7 Mergers & Acquisitions
- 7 Joint Ventures
- 6 Patent Litigation
- 6 Semiconductors
- 5 Telecommunications
- 5 Cross-functional Team ...
- 5 Negotiation
- 5 Strategic Alliances
- 5 Entrepreneurship
- 4 Technology Transfer
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 Education

Northwestern University - Kellogg School of Management

Executive Development Program
1998 - 1998


Lehigh University

MBA, Marketing
1988 - 1990

Lafayette College

BSEE, Electrical Engineering
1981 - 1985

Father Judge HS

 Organizations

Additional Organizations

LES

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John Veschi

2nd

United States

Current Rockstar Consortium LLC
Previous Nortel Networks

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382
connections



www.linkedin.com/pub/john-veschi/40/2ba/85a

Background



Experience

Rockstar

Rockstar Consortium LLC
2011 – Present (3 years)

Chief IP Officer

Nortel Networks
2008 – 2011 (3 years)



Connections

Shared (3)



Niklas Östman 1st
Senior Licensing Executive



Tom Pease 1st
Partner, Quinn Emanuel



Peter Toto 1st
Senior Vice President, IP at Sony Corpo...

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Independent Sales Distributor
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CTO at Rockstar



Dave Smith
Patent Acquisition and Sales at Rockstar Consortium Inc.



Hinta Chambers
CFO at Rockstar Consortium



Chad Hilyard
Chief Intellectual Property Counsel at Rockstar Consortium US LP



Shival Virmani
Patent/Licensing Attorney at Rockstar Consortium US LP



David Sasso
Senior Licensing Counsel at Rockstar Consortium



Chris Briggs
Senior Program Manager at Rockstar Consortium

Michelle Lee
Technology & IP Commercial Lawyer

Alfi S. Guindi
Senior IP Counsel at Rockstar Consortium LLC

Vicki Carver
Director, Human Resources

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LinkedIn Member

Senior Patent Scientist at **Rockstar Consortium**
Kanata, Ontario, Canada | Research

Previous Nav Canada, Dever Domain Inc., University of Calgary
Education Carleton University

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Senior System Analyst at Nav Canada
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Director, Human Resources



Chris Briggs

Senior Program Manager at Rockstar Consortium



Dave Smith

Patent Acquisition and Sales at Rockstar Consortium Inc.



Hamid Ould-Brahim

Internet Technology Expert at Rockstar Consortium Inc.



Terry Doggett

Senior IT Specialist at Rockstar Consortium Inc.



Adrian Berzenji

Senior Systems Developer and Analyst at Nav Canada



Gillian McColgan

CTO at Rockstar

Bob Ledingham

Manager, Hong Kong Software Project at Nav Canada

hamid ziyati

IP Technology Consultant

Peter Lorenz

Senior Business Analyst at Rockstar Consortium Inc.

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LinkedIn Member

Electrical Engineer
Ottawa, Canada Area | Electrical/Electronic Manufacturing
Current: **Rockstar Consortium** Avis Budget Group, Suncor Energy
Previous: Suncor Energy
Education: Carleton University

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Student in Communication Studies at Carle...
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People Also Viewed



Ehsanul Khan
Bachelor of Electrical Engineering, Carleton University



Mir Nawsif Arman
Attended Carleton University



Muhammed Zuhair
Student at Carleton University



Lynn Marshall
Engineering Lecturer & Swim Coach at Carleton University



Daniyal Khan
Chemical Technician at Drain-All Ltd



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Aoun Rizvi
Software Developer at Recognia Inc.

Marc-Alexandru Baetica
System Test Developer at GNX Software Systems

Sarah Mohammad
Administrative Assistant at Carleton University

Husam Albeldawi
Performance Engineer at Mitel

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LUGAY C. (Upgrade for full name)

3rd

Sr. Legal Assistant/Office Manager at Rockstar Consortium US LP
United States

Previous [Nortel Networks](#)

Education [West Texas A&M University, Canyon, Texas](#)

[Send LUGAY InMail](#)

30
connections

Background



Experience

Sr. Legal Assistant/Office Manager

Rockstar Consortium US LP
July 2011 - Present (2 years 8 months)

Sr. Legal Assistant/Global Outsourcing Team Leader

Nortel Networks
December 1987 - July 2011 (13 years 8 months) | Richardson, Texas



Skills & Endorsements

Microsoft Office

Microsoft Excel

Microsoft Word

PowerPoint

English

Windows

Outlook



Education

West Texas A&M University, Canyon, Texas



Additional Info

Interests

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Senior IP Counsel at Rockstar Consortium US LP



Erik Fako
Lead Patent Counsel, Assertion/Litigation



Bill Hawe



Bill Fletcher
technologist at Nortel



Hamid Ould-Brahim
Internet Technology Expert at Rockstar Consortium Inc.



Arthur Fisher
President at Arthur W. Fisher III P.A.



Craig Sluetz
Manager of Trades&Acquisitions at Texakoma Operating,LP



Sharon Jones-Harrison
at



Jennifer Riordan Hill
Attorney



Bill Hawe
Independent Computer Networking Professional

How You're Connected

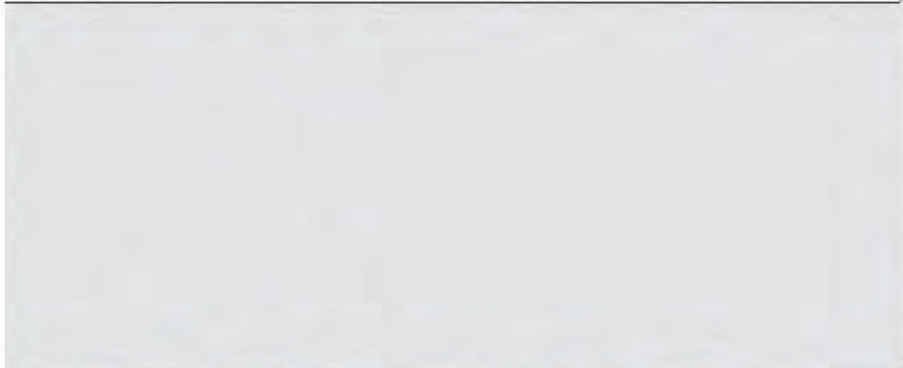



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Lynn Wilson ^{3rd}
 Office Manager and Executive Assistant to CEO at Rockstar Consortium
 Ashton, Ontario, Canada | Telecommunications
 Previous **Nortel Networks**

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101
connections



ca.linkedin.com/pub/lynn-wilson/62/b5a/b27

Background



Experience

Office Manager and Executive Assistant to CEO
 Rockstar Consortium
 July 2011 – Present (2 years 8 months)



Office Manager and Executive Assistant
 Nortel Networks
 June 2008 – July 2011 (3 years 2 months)



Executive Assistant
 Nortel Networks
 January 2000 – June 2008 (8 years 6 months)



Skills & Endorsements

Top Skills

- 5 Administrative...
- 5 Event Planning
- 3 Time Management
- 2 Office Management
- 2 Microsoft Office
- 2 System Administration
- 1 Microsoft Excel
- 1 PowerPoint
- 1 Adobe Acrobat
- 1 Team Leadership



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 Director, Human Resources

Dave Smith
 Patent Acquisition and Sales at Rockstar Consortium Inc.

Gillian McColgan
 CTO at Rockstar

John Veschi

Ross Morgan, CPA, CA, MAcc
 Managing Director - CFO4Results

David Sasso
 Senior Licensing Counsel at Rockstar Consortium

Chris Briggs
 Senior Program Manager at Rockstar Consortium

Lynn also knows about...

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



Hamid Ould-Brahim
Internet Technology Expert at
Rockstar Consortium Inc.



hamid ziyati
IP Technology Consultant



Chad Hilyard
Chief Intellectual Property Counsel at
Rockstar Consortium US LP


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Mark Hearn

Senior IP Licensing Counsel
Richardson, Texas | Telecommunications

Current Rockstar Consortium
Previous Nortel Networks

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3rd 

41 connections



www.linkedin.com/put/mark-hearn/26/479/a45

Background



Experience

Senior IP Licensing Counsel

Rockstar Consortium
2011 – Present (3 years) | Richardson, TX

Senior IP Licensing Counsel

Nortel Networks
1998 – 2011 (13 years) | Richardson, TX



Skills & Endorsements

- 3** Intellectual Property
- 2** Licensing
- 1** IP
- 1** Patents
- 1** Patent Prosecution



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Shival Virmani

Patent/Licensing Attorney at Rockstar Consortium US LP

David Sasso

Senior Licensing Counsel at Rockstar Consortium

John Garland



Vice President of Licensing at Rockstar Consortium US LP

Scott Ouellette

IP Counsel, Rockstar Consortium US LP

Ali S. Guindi

Senior IP Counsel at Rockstar Consortium LLC


Afzal Dean

Vice President - Patent Licensing

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Peter Lorenz
 Senior Business Analyst at Rockstar Consortium Inc.
 Ottawa, Ontario, Canada | Telecommunications

Current: Rockstar Consortium
 Previous: Rockstar Consortium, Nortel, Optical GPS
 Education: Concordia University

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302
connections



ca.linkedin.com/pub/peter-lorenz/0/b42/88b

Background



Summary

- Responsible for the incubation of new licensing projects.
- Implemented Rockstar's data and voice network. This included selecting vendors, managing the end-to-end delivery of the network and planning for its evolution.
- Member of Nortel's IP team and as a business analyst assigned the challenge of understanding telecommunications markets where Nortel has intellectual assets (2009-2011)
- Member of Nortel's Portfolio Management Board which is responsible for ensuring effective use of Nortel's end-to-end R&D Investment. This role also requires the skills to assess business cases for new product opportunities in both the carrier and enterprise domain (2006-2008).
- Leader of the CDMA Access Global Product Support team (2003-2006).
- Director of a multi-site design team responsible for the development and delivery of OAM solutions (2000-2003). This included working with off-shore partners located in India.
- Built the Optical Global Product Support group that provides designer level technical support for customer issues across the globe (1996-2000).
- Developed and supported *SAW* for real-time call processing and operating systems.

Specialties: Building business and development strategies in Telecoms.

Leading large multifunctional development teams.

Establish organizational success strategies.

Product development.

Software support.

Multi-site development.
Product support.

People leader



Experience

Senior Business Analyst
Rockstar Consortium

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Chris Briggs
Senior Program Manager at Rockstar Consortium



Hamid Ould-Brahim
Internet Technology Expert at Rockstar Consortium Inc.



Jeff Dever
Senior Patent Scientist at Rockstar Consortium



Dave Smith
Patent Acquisition and Sales at Rockstar Consortium Inc.



Gita MacLean
CSAT and Process Effectiveness Leader at GENBAND

Bill Junkin
Portfolio Development & Enhancement at Rockstar Consortium

Harold Graham
Leader Operations Portfolio Management at Nokia Siemens Networks

Vicki Carver
Director, Human Resources

Geof Dudding
Director of Product Verification, Performance Engineering and Documentation at Amdocs

Terry Doggett
Senior IT Specialist at Rockstar Consortium Inc.

May 2012 – Present (1 year 10 months) | Ottawa, Canada Area

- Lead new business initiatives and licensing programs through the incubation and early launch cycle.
- Establish operational processes that enhance the companies effectiveness.
- Identify new business opportunities that leverage Rockstar's Intellectual Property.

Leader - IT And Communications

Rockstar Consortium

August 2011 – April 2012 (9 months) | Ottawa, Canada Area

Build the Rockstar Voice and Data Network

As a founding member I transitioned our team from Nortel's IT infrastructure into the new Rockstar network. I was responsible for all aspects of our business operations as they pertain to information technology and telecommunications.

Intellectual Property

Nortel

December 2008 – July 2011 (2 years 8 months)

Drive the team's understanding of telecommunications markets and the opportunity they represent.

Manager - Portfolio Management Board

Nortel

April 2008 – November 2008 (2 years 8 months)

- Key member of Nortel's Business Transformation team that identified significant R&D savings.
- Lead the review of new business cases and recommend investment decisions.
- Lead analyst for investigating underperforming businesses and recommending corrective action using industry best practices and analysis techniques.
- Deliver quarterly financial performance reports to the Senior Executive Leadership on key business health indicators.

Director - CDMA Global Product Support

Nortel Networks

November 2003 – 2006 (3 years)

- Responsible for driving product performance improvement initiatives within the CDMA product portfolio. Moved all products to "Green" within 8 months of joining the team.
- Managed significant capital investment.
- Established third party support Model for CDMA Evolution Data Only partnership.
- Launched programs to meet and eventually exceed TL9000 performance objectives.
- Built the plan to drive to CMMI Level 3.
- Defined and implemented "Best in Class" support culture within the R&D community. Worked with peers in other business units to help them drive change and deliver improved support services. Mentored successors.
- Lead teams in Calgary, Guangzhou China, Bangalore India and Ottawa.

→ 1 recommendation

[Jim Carew](#)

Director North America CTM at BlackBerry

[View ↓](#)

Director - OAM Development

Nortel

November 1999 – November 2003 (4 years 1 month)

- Delivered large and complex multi-site software programs to support the Operations Administration and Management requirements for Nortel's entire suite of Optical products.
- Reduced the software development cycle from 18 months to 9 months and improved quality by driving down customer complaints by 57%. Initiatives were adopted as new practices within the OAM development community. Drove TL9000 certification.
- Lead a multi-site Research and Development team of over 200 professionals located in Ottawa, Montreal, England, and India with a multi-million dollar budget.

→ 1 recommendation

[Anthony Cinicola, PMP](#)

Project Manager - Public Safety at Government of Canada

[View ↓](#)

Director Technical Support

Optical GPS

1996 – 2000 (4 years)

Manager - DMS Product Support

BNR

1992 – 1996 (4 years)

Responsible for the resolution of product related field issues.

DMS Field Support

Bell Northern Research

1986 – 1988 (2 years)



Skills & Endorsements

Top Skills

- 25 Telecommunications
- 11 CDMA
- 8 SIP
- 7 Wireless
- 5 LTE
- 5 Ethernet
- 4 VoIP
- 3 Network Architecture
- 3 WIMAX
- 3 Unified Communications

Peter also knows about...

- 2 Program Management
 - 2 Technical Support
 - 2 UMTS
 - 2 SDH
 - 2 4G
 - 1 Telephony
 - 1 SS7
 - 1 IPTV
 - Leadership
 - 3GPP
 - 3G
 - Broadband
- Cellular Communications



Education

Concordia University

Electrical Engineering, Telecommunications

September 1982 – June 1986

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Ross M. (Upgrade for full name) 3rd

Managing Director - CFO4Results
Ottawa, Canada Area | Accounting

Current Rockstar Consortium, Triacta Power Technologies, Mobile Knowledge

Previous DCRI, Renaissance Repair & Supply, CFO4Results

Education Canadian Institute of Chartered Accountants

[Send Ross InMail](#) 500+ connections

Background

Summary

Chartered Accountant
15 years executive finance role with tech companies
10 years public accounting experience

Specialties: mergers and acquisition, financing, cashflow management

Experience

CFO
Rockstar Consortium
January 2012 - Present (2 years 2 months)

CFO
Triacta Power Technologies
April 2005 - Present (8 years 11 months)

▼ 1 recommendation

Jennifer Hassani
Entrepreneur & Marketing Advisor

I had the pleasure of working with Ross for over 5 years. From a finance management perspective, Ross' advice was always insightful, and I appreciated his ability to see "the big picture". On a personal level, Ross is a strong manager and and... [View >](#)

CFO
Mobile Knowledge
March 2002 - Present (12 years)

▼ 2 recommendations

David Schenkel
Senior Technology Analyst at ADTRAN

I've worked in a variety of executive positions at 4 companies with Ross since 1997 for which Ross acted as the CFO. Loran... [View >](#)

Travis Gray
Product Marketing & Business Develop...

Ross has been a both a personal mentor and corporate steward over the past 8 years with Mobile Knowledge. He has guided the... [View >](#)

Managing Director
CFO4Results
April 2010 - Present (3 years 11 months)

People Similar to Ross



Frank Tralli 3rd
Corporate Finance and Business Advisor
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People Also Viewed

Gillian McColgan
CTO at Rockstar

Bonnie Wright
Financial Services Consultant and Contractor

Vicki Carver
Director, Human Resources

Dave Smith
Patent Acquisition and Sales at Rockstar Consortium Inc.

Brian Radburn, CPA, CA
Experienced CFO and Financial Advisor

Chuck Rifici
CEO at Tweed Inc.

Chris Briggs
Senior Program Manager at Rockstar Consortium

Hinta Chambers
CFO at Rockstar Consortium

Lynn Wilson
Office Manager and Executive Assistant to CEO at Rockstar Consortium

john veschi

Board of Directors

Linda Lowe Daycare

January 2011 – Present (3 years 2 months)

Located in Pakenham the aim at the Linda Lowe Daycare is to provide a stimulating environment and program that enables each child to develop emotionally, creatively, socially, physically and intellectually. A child is entitled to opportunities to satisfy these needs and to develop these abilities in an environment, which fosters co-operation and a sense of responsibility and order.

Dollars and Sense Steering Committee

OCRI

September 2010 – May 2012 (1 year 9 months)

CFO

Renaissance Repair & Supply

November 2008 – March 2012 (2 years 5 months)

Senior Associate

CFO4Results

March 2005 – March 2010 (5 years 1 month)

CFO

Objectworld

April 2004 – October 2009 (5 years 7 months)

1 recommendation

David Levy

President & CEO at Objectworld

Ross, has been CFO since 1997 of 4 companies for which I was CEO, viz- Loran, Peregrine (Ross reported to Peregrine's CFO), Mobile-Knowledge, and Objectworld. His judgement, knowledge, expertise and guidance have been invaluable. Ross brings the... View

CFO

Intelligent Photonics Control

March 2004 – February 2005 (1 year)

1 recommendation

Gary Weiner

OptoElectronic Business Development, Sales & Marketing Management

Ross is a terrific team player with solid skill set all the way around. He could scale the top line issues and needs down stream to device unit prices if needed and help financially model deals and strategies. We worked closely together up through... View

Director of Finance, Canada

Peregrine Systems

September 2000 – March 2002 (1 year 7 months)

Director of Finance

Loran International Technologies Inc

January 1999 – September 2000 (1 year 9 months)

Director of Finance

Plaintree Systems

June 1998 – January 1999 (6 months)

Senior Manager

Ernst & Young

September 1993 – June 1996 (4 years 10 months)



Skills & Endorsements

How You're Connected

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Ross M.

Top Skills

- 25 Finance
- 21 Mergers & Acquisitions
- 17 Financial Reporting
- 14 Mergers
- 11 Financial Modeling
- 11 Management
- 9 Start-ups
- 9 Managerial Finance
- 6 Strategic Planning
- 5 Due Diligence






Ross also knows about...

- 5 Strategic Financial ...
 - 4 Venture Capital
 - 4 Corporate Finance
 - 3 Executive Management
 - 3 Business Strategy
 - 3 Business Development
 - 3 Private Equity
 - 3 Management Consulting
 - 3 Risk Management
 - 2 Budgets
 - 2 Cash Flow
 - 2 Negotiation
 - 2 Financial Analysis
 - 2 Forecasting
 - 2 Accounting
- See 7+ >

 Education

Canadian Institute of Chartered Accountants
Chartered Accountant

University of Waterloo
Masters of Accounting


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Scott Ouellette

3rd

IP Counsel, Rockstar Consortium US LP
Dallas/Fort Worth Area | Telecommunications

- Current** Rockstar Consortium US LP
- Previous** EMC Corporation, McDermott Will and Emery, Wolf Greenfield
- Education** Suffolk University Law School

[Connect](#) [Send Scott InMail](#)

144 connections



www.linkedin.com/pub/scott-ouellette/13/90a/999

Background



Experience

IP Counsel

Rockstar Consortium US LP
March 2012 – Present (2 years)

Director and Senior Counsel, Intellectual Property

EMC Corporation
July 2003 – March 2012 (8 years 9 months) | Greater Boston Area

Associate

McDermott Will and Emery
March 2000 – July 2003 (3 years 5 months)



Associate

Wolf Greenfield
April 1996 – January 1998 (1 year 10 months)



Patent Examiner

United States Patent & Trademark Office
June 1990 – August 1993 (3 years 3 months)



Skills & Endorsements

- 7 Patents
- 5 Patent Prosecution
- 4 Intellectual Property
- 3 Software Licensing
- 3 Licensing
- 1 Contract Negotiation

How You're Connected



You

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Scott 3rd

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Master of Laws Degree

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People Also Viewed

Donald Powers

Litigation Counsel at Rockstar Consortium US LP

Erik Fako

Lead Patent Counsel, Assertion/Litigation

Chad Hilyard

Chief Intellectual Property Counsel at Rockstar Consortium US LP

John Garland

Vice President of Licensing at Rockstar Consortium US LP

David Sasso

Senior Licensing Counsel at Rockstar Consortium

Mark Hearn

Senior IP Licensing Counsel

 Education

Suffolk University Law School
JD
1993 – 1996

University of Massachusetts Dartmouth
BS, Electrical Engineering
1985 – 1990

Shival Virmani
Patent Licensing Attorney at Rockstar Consortium US LP

Michelle Lee
Technology & IP Commercial Lawyer


Ali S. Gundi
Senior IP Counsel at Rockstar Consortium LLC






Dave Smith
Patent Acquisition and Sales at Rockstar Consortium Inc.

In Common with Scott

You Scott




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Shival Virmani 2nd

Patent/Licensing Attorney at Rockstar Consortium US LP
Greater Philadelphia Area | Telecommunications

Current: Rockstar Consortium US LP
 Previous: Vonage, InterDigital, Infineon Technologies
 Education: Wharton School, University of Pennsylvania

500+ connections

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 [Contact Info](#)

Background

 Experience

- Vice President, Patent Licensing**
 Rockstar Consortium US LP
 February 2012 - Present (2 years 1 month)
- Vice President, Intellectual Property**
 Vonage
 September 2011 - February 2012 (6 months) | Holmdel, NJ
- Assoc. Gen. Patent Counsel/Sr. Dir. Licensing**
 InterDigital
 April 2007 - August 2011 (4 years 5 months) | Suburban Philadelphia
- Corporate Counsel/Sr. Dir. Licensing & Litigation**
 Infineon Technologies
 June 2004 - April 2007 (2 years 11 months) | Munich, Germany
- Associate**
 McDermott, Will & Emery
 January 2003 - June 2004 (1 year 6 months) | Washington D.C. Metro Area
- Staff Attorney**
 U.S. International Trade Comm'n
 June 1999 - October 2002 (3 years 5 months) | Washington D.C. Metro Area
- Examiner**
 U.S. Patent Office
 May 1996 - June 1999 (3 years 2 months) | Washington D.C. Metro Area



 Skills & Endorsements

Top Skills

People Similar to Shival

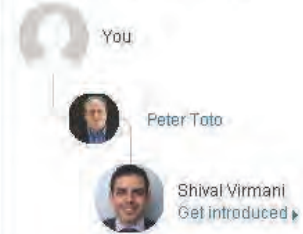


Jane Schultz 2nd
 Vice President, IP and General Licensing C...
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In Common with Shival



- 35 Licensing
- 39 Intellectual Property
- 36 Patents
- 18 Litigation
- 17 Corporate Law
- 15 Patent Litigation
- 9 Patent Prosecution
- 8 Software Licensing
- 4 Trade Secrets
- 3 Due Diligence

Shival also knows about...

- 3 Patentability
- 2 Trademarks
- 2 IP
- 2 Legal Research
- 2 Semiconductors
- 2 Contract Negotiation
- 1 Mergers & Acquisitions
- 1 Joint Ventures




Education






Wharton School, University of Pennsylvania
Executive Education (Certificate), Accounting and Finance
2010 – 2012

George Mason University
M.S., Electrical Engineering
1997 – 1999

Tulane University
J.D., Law
1993 – 1996

Virginia Polytechnic Institute and State University
B.S., Mechanical Engineering
1988 – 1992


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Terry Doggett

Senior IT Specialist at Rockstar Consortium Inc.
Nepean, Ontario, Canada | Telecommunications

Current: **Rockstar Consortium**
 Previous: **Genband, Nortel**
 Education: **Algonquin College of Applied Arts and Technology**

[Send Terry InMail](#)

293
connections


[Contact Info](#)
[ca.linkedin.com/pub/terry-doggett/1498/333](#)

Background

Experience

Senior IT Specialist

Rockstar Consortium
February 2012 – Present (2 years 11 months)



Loadbuild Solutions

Genband
May 2010 – August 2011 (1 year 4 months) | Ottawa, Canada Area
Acted as a liaison between our customers and the operations and development teams.



5 recommendations, including:



Ali Muhammad
Software Configuration Management, B...

[View](#)



Tom Levasseur
Senior Consultant at CGI

[View](#)

3 more recommendations

SDE Customer Support Prime

Nortel
April 1999 – May 2010 (11 years 2 months) | Ottawa, Canada Area

Acted as a Subject Matter Expert and provided consulting services for complex issues for areas pertaining to IBM Rational Clearcase.

2 recommendations

Sipriano Gonzales
SCM Engineer at Genband

[View](#)

Dan Buzuloiu
IT Project Manager at Government of C...

[View](#)

Skills & Endorsements

Top Skills

22 ClearCase

11 Configuration Management

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People Also Viewed



Vicki Carver
Director, Human Resources



Chris Briggs
Senior Program Manager at Rockstar Consortium



Dave Smith
Patent Acquisition and Sales at Rockstar Consortium Inc.



Hamid Ould-Brahim
Internet Technology Expert at Rockstar Consortium Inc.



Gillian McColgan
CTO at Rockstar



Jeff Dever
Senior Patent Scientist at Rockstar Consortium

Donald Powers
Litigation Counsel at Rockstar Consortium US LP

Ross Morgan, CPA, CA, MAcc
Managing Director - CFO4Results

Bill Junkin
Portfolio Development & Enhancement at Rockstar Consortium

Hinta Chambers
CFO at Rockstar Consortium

- 4 Unix Shell Scripting
- 4 Shell Scripting
- 1 Unix
- 1 Windows
- 1 System Administration
- 1 Solaris
- 3 Software Development
- 3 Integration

Terry also knows about...

- 3 System Deployment
- 3 Operating Systems
- 3 Software Configuration...
- 2 Teamwork
- 2 UCM
- 2 Perl
- 2 Telecommunications
- 2 Linux
- 2 Testing
- 1 Problem Solving
- 1 Team Building
- 1 Build Automation
- 1 Release Engineering
- 1 Engineering
- Deployment
- See 2+ >

 Education

Algonquin College of Applied Arts and Technology
Business Administration, Business
1996 - 1997

General Panet

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Thomas Westerlund

2nd

Vice President, Corporate Development at Rockstar Consortium

Finland | Financial Services

Previous Home, RPX Corporation, NOKIA CORPORATION

Education Hanken Svenska handelshögskolan

[Connect](#)

[Send Thomas InMail](#)

500+ connections



Contact Info

filinkedin.com/pub/thomas-westerlund/0/473/439

Background



Experience

Vice President, Corporate Development

Rockstar Consortium
January 2014 – Present (2 months)



Sabbatical

Home
June 2013 – December 2013 (7 months) | Finland

Vice President, Structured Acquisitions

RPX Corporation
October 2009 – June 2013 (3 years 9 months)



Director, IP Acquisitions, Divestments and Investments

NOKIA CORPORATION
May 2006 – June 2009 (3 years 2 months)



Director, M&A

NOKIA CORPORATION
September 1999 – April 2006 (6 years 8 months)



M&A, Sonera Capital

SONERA
December 1995 – August 1999 (3 years 9 months)



Skills & Endorsements

Top Skills

- 42 Licensing
- 40 Mergers
- 36 Mergers & Acquisitions



People Similar to Thomas



Merja Bäckman 3rd
Senior Advisor at Tutor Partners Oy
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People Also Viewed



Michele Moreland
Director, Acquisitions at RPX Corporation



Mallun Yen
Executive Vice President at RPX Corporation



Kevin Barhydt
VP Business Development at Truefect



John Amster
CEO, RPX Corp.



Steven Waterhouse
Partner at TBD



Justin Basara
Sr. Director, Patent Analysis at RPX Corporation



John Garland
Vice President of Licensing at Rockstar Consortium US LP



Paul Reidy
Senior Vice President - RPX Corporation



Robert Heath
Senior Vice President at RPX Corporation



Susanna Martikainen
Director, Strategic Licensing, Legal and Intellectual Property at Nokia

- 22 Investments
- 26 Intellectual Property
- 22 Venture Capital
- 22 Acquisitions
- 18 Due Diligence
- 17 Patents
- 16 Divestitures



Thomas also knows about...

- 15 Corporate Development
- 11 Start-ups
- 4 Joint Ventures
- 4 Business Strategy
- 3 Financial Modeling
- 3 Entrepreneurship
- 2 Strategic Partnerships
- 2 Strategy
- 2 Private Equity
- 2 Contract Negotiation
- 2 Corporate Law
- 1 SaaS
- 1 Valuation
- 1 Corporate Finance
- 1 Patent Litigation
- See 6+ >



Education

Hanken Svenska handelshögskolan



Connections

Shared (3)



Niklas Östman 1st
Senior Licensing Executive



Susan Kim 1st
Litigation Counsel at Google



Peter Toto 1st
Senior Vice President, IP at Sony Corpo...

Groups

- CERTIFIED PATENT VALUATION ANALYST**
Certified Patent Valu...
+ Join
- IP Law & Management Institute**
IP Law & Manageme...
+ Join
- Intellectual Property Networking**
Intellectual Property...
+ Join
- IP Pro**
Intellectual Property...
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- Leadership Finland**
+ Join
- LES**
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Thomas Westerlund

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Merja Bäckman 3rd
Senior Advisor at Tutor Partners Oy
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Vicki Carver

Director, Human Resources
Ottawa, Canada Area | Telecommunications

Current: Rockstar Consortium
Previous: Cactus Commerce, Gowling Lafleur Henderson LLP, IKEA Canada Limited

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3rd

500+ connections



ca.linkedin.com/in/1004230

Background



Experience

Director, Human Resources

Rockstar Consortium 
October 2011 – Present (2 years 5 months) | Ottawa, Canada Area

Human Resources Advisor (Contract)

Cactus Commerce
March 2011 – November 2011 (9 months)

Cactus Commerce delivers dynamic cross channel B2C and B2B e-commerce solutions offering unique user experiences with flexible deployment options. Since 1995 Cactus has delivered e-commerce solutions to clients in the retail, consumer goods, manufacturing, media & entertainment and hospitality industries. Clients include GameStop, Church & Dwight, Sam's Club, PowerBar and many more.

HR (contract)

Gowling Lafleur Henderson LLP 
2011 – 2011 (less than a year)

Ottawa - Manager Human Resources

IKEA Canada Limited
January 2009 – December 2010 (2 years)

is a popular home furnishings retailer that operates 10 stores across the country. IKEA Canada is part of Sweden-based Inter IKEA Systems BV, which operates the familiar blue-and-yellow IKEA stores around the world

Developed and implemented talent management and succession planning strategies to strengthen the store's leadership

Managed programs and processes related to resource planning, employee relations, performance reviews, learning and development, recruitment, payroll and benefits and annual employee engagement surveys

Coached 40 managers on effective employee relation practices

Established and maintained collaborative partnerships with matrix partners during the implementation of a HR shared services model (SAP and ADP Globalview)

Participated as a key management member, steering the store's sales and operational KPI (key performance indicators) and efficiencies

Managed and developed an HR team

HR Professional

Self Employed
September 2003 – January 2009 (5 years 5 months)

A performance-driven HR professional who provided contracted Human Resources Management, Recruiting and Program development and Implementation services to private and public organizations.

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You

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Vicki 3rd

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People Also Viewed

Gillian McColgan

CTO at Rockstar

Dave Smith

Patent Acquisition and Sales at Rockstar Consortium Inc.

Chris Briggs

Senior Program Manager at Rockstar Consortium

john veschi

Lynn Wilson

Office Manager and Executive Assistant to CEO at Rockstar Consortium

David Sasso

Senior Licensing Counsel at Rockstar Consortium

Clients included Bell Canada, Alcatel-Lucent, Halogen Software, and Corel Corporation.

Manager, Talent Acquisition (Contract)

Corel Corporation

April 2007 – November 2008 (1 year 8 months)

2007 - 2009

Corel Corporation - Talent Acquisition Manager

Corel is a office productivity and digital media software development company whose products are sold in more than 75 countries through a well-established network of international resellers, retailers, original equipment manufacturers, online providers and Corel's global websites.

My main project was to source and implement a replacement (ATS) applicant tracking system. Successfully implemented Njoyn across North America. Provided full-cycle recruiting services including sourcing, assessment and selection services for positions ranging from administrative to Senior Vice President level

➤ 1 recommendation

Philip Wilson CHRP, SHRP

HR & Biz Exec., 30 yrs Governance, OD, Leadership, Talent Mgt, Rewards, Exec Coach, Career ...

Vicki is a superb HR professional who is both creative and innovative in how she resolves issues for clients. She is a very experienced recruiter and is extremely customer centric. She loves a challenge. I would strongly recommend Vicki. [View ↓](#)

HR Specialist (contract)

Halogen Software

2005 – 2007 (1 year)

➤ 2 recommendations

Christian Beauchesne

Experienced Software Leader, Team Le...

Vicki is very talented and resourceful recruiter. She has a very good grasp of the market and was key in our recruitment... [View ↓](#)

Stanley Janas

Director, Human Resources at The Sta...

Vicki is a very effective recruiter who also has a very good generalist HR background as well. Give her a project and let... [View ↓](#)

Senior Recruitment Specialist (Contractor)

Alcatel-Lucent

2006 – 2008 (less than a year)

➤ 1 recommendation

Todd Luckasavitch

Head of Global Recruitment/Global HR Business Partner - IP Platforms Business at Alcatel...

Vicki demonstrated true professionalism and in-depth market knowledge in every recruitment project she managed. Her ability to dig deep to discover the true resourcing needs of the clients and with that, gain knowledge and understanding of their... [View ↓](#)

Student

Algonquin College

2000 – 2002 (2 years)

Director Professional Services

Workstream Inc

January 1998 – January 2002 (4 years 1 month)

Workstream provides enterprise and mid-market talent management solutions and services that help companies manage the entire employee lifecycle - from recruitment to retirement.

Developed and managed a cross functional Professional Services team who project managed and delivered software implementation and training services
Developed classroom and Web based training and implementation programs to ensure clients and users were maximizing the full functionality of the software; ensuring renewals
Managed client relationships for retention and up-sell purposes
Created and delivered client focus groups sessions to obtain feedback on product evolution and services
Created pricing strategy for training, implementation and consulting services
Built and maintained collaborative relationships across the organization, ensuring a common goal and focus on providing outstanding customer service
Performed some components of a product marketing role; writing product features enhancements and researching competition and best practice trends

Terry Doggett

Senior IT Specialist at Rockstar Consortium Inc.

Ross Morgan, CPA, CA, MAcc

Managing Director- CFO@Results

Megan Paterson










Director, Human Resources at Kinaxis

Tracey Clements, CHRP

Director, People Services at TITUS

 Skills & Endorsements

Top Skills

-  Recruiting
-  Employee Relations
-  Human Resources
-  Employee Engagement
-  Succession Planning
-  Team Leadership
-  Strategic Planning
-  Customer Service
-  Contract Negotiation
-  Corporate Communications

Vicki also knows about...

-  Start-ups
-  Success Driven

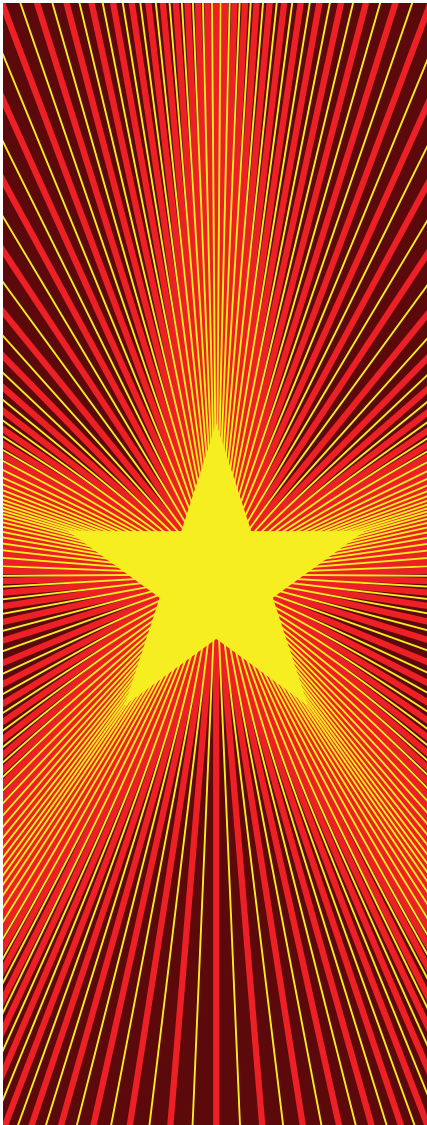
 Additional Info

Advice for Contacting Vicki

vickic@xplomet.com

EXHIBIT 16

Star man



John Veschi expected to create a world-class licensing programme at Nortel when he joined the company in 2008. Five years later, he is the CEO of Rockstar, a unique NPE that is in the early stages of monetising what is probably the most famous patent portfolio in the world

By Joff Wild

When John Veschi was first approached by Nortel to head up its IP function and build a world-class licensing business at the company, he was not exactly enthusiastic; far from it, in fact. “My initial reaction was, ‘Why would I want to go to Canada? It’s cold and there are no golf courses!’” he recalls. But when he began looking more closely at what he would be taking charge of, the former chief IP officer (CIPO) of LSI and Agere very quickly began to change his mind.

“There were Bell Labs-quality patents and they were largely unencumbered,” Veschi says. For someone used to investing considerable time and effort in the complicated process of dealing with encumbrances – something which he likens to “playing three-level chess” – this was a tantalising prospect. “The idea of having what was essentially a green field in order to build a licensing programme that would not only be successful and enriching, but also be critical to the company was immensely appealing,” he explains. It would, he believed, be a chance to create a legacy: “I saw Nortel as another Texas Instruments or Qualcomm. I was thinking that in the future, people would be writing stories about how important licensing was to turning the company around – I really

thought that would happen.”

So in 2008 Veschi took the job and became Nortel’s chief IP officer (CIPO), initially reporting to the company’s general counsel and chief technology officer (CTO), but with a view to moving to become a direct report to the CEO (see box). Five weeks later, the credit crisis hit and in early 2009 Nortel filed for bankruptcy. Veschi was about to make his mark – but not in the way he had originally anticipated.

A man with a plan

Today, John Veschi is CEO of Rockstar, the non-practising entity (NPE) established by five of the six companies that ended up submitting the winning US\$4.5 billion bid for the Nortel patents which went under the hammer at a week-long auction held in New York in June 2011. The five – Apple, BlackBerry (Research In Motion as was), Ericsson, Microsoft and Sony – are currently the only shareholders in Rockstar; each has a minority stake (the sixth member of the bidding consortium, EMC, is not involved).

Veschi and the Nortel IP team played a key role in the events leading up to the auction, including helping to alert those overseeing the bankruptcy to the portfolio’s potential; identifying the technologies; drawing up detailed claims charts; participating in road shows and meetings with potential buyers; and deciding how to offer the patents, even to the extent of evaluating whether the best option would be to spin out a licensing business from Nortel. These are all stories that have been told before. What has been less chronicled – at least from an accuracy perspective – is what has happened since that pivotal week two years ago and the outlook for Rockstar the business.

Principally based in Ottawa, just a few miles from the former centre of Nortel’s

The rock star

R&D operations, and with a smaller office in Plano, Texas, Rockstar is home to a mix of IP attorneys, technologists and engineers, and transactions specialists. The job of Veschi and his 40-strong team of largely ex-Nortel employees is to generate a return for the NPE's owners from the 4,000 or so patents that remain under their control (approximately 2,000 other rights in the original portfolio having been transferred to one or other of the original consortium members).

Over the course of two detailed telephone interviews, Veschi explained how they arrived at their current position, the challenges that Rockstar faces and how he views the NPE's future, as well as the wider environment within which it is operating. He is excited by what lies ahead, but is conscious that a changing regulatory world could make his task harder – although far from impossible. Further down the line, do not be surprised to see Rockstar getting into acquisitions, or even undertaking privateering-style work for others. Veschi is a man with a lot of plans. And having achieved what he has so far, it would be a brave person to bet against him bringing them to fruition.

The technology team

What is remarkable about Rockstar, and what distinguishes it from almost every other NPE out there, is that it essentially remains the IP function of what was a fully fledged operating company. Indeed, Veschi refers to the firm as a “former practising entity”. This gives some context, he explains: “Our patents are derived from a product-driven company that was a technology pioneer and invested significantly in R&D.”

Of immense help since the dark days of the Nortel bankruptcy has been the presence of a team of engineers and technologists led by 25-year Nortel veteran Gillian McColgan, Rockstar's CTO. That they are still a part of the operation, however, is more the result of fortune than design. “Where we got lucky was that when Nortel was trying to avoid bankruptcy, the company decided it had to be reorganised in order to prepare for the sell-off of one or more business units. This meant that people had to be reallocated,” says Veschi. Nortel's CTO understood what Veschi was trying to build – an operation capable of extracting the maximum value from the patents that Nortel owned – and shared his view that this required people who knew the technologies underpinning those patents backwards. “That's how I met Gillian and

the diverse set of folks who are now on her team,” Veschi says. That he can call on their expertise is something that sets Rockstar apart from many other licensing-based businesses. “We are staffed by technology lifers: people who dedicated their careers to Nortel. As a result, we really know our IP and the backstory behind each patent. I have yet to come across a patent in our portfolio where someone on our team did not know or work with the original inventor.”

But that is not only a powerful tool today – it was also vital during the bankruptcy process itself, as parts of Nortel were sold off. “Gillian and her team were critical in the patent discussions,” explains Veschi. “Usually you find technology expertise in different business units, but we had it in the IP team: a group of some of the most respected and well-regarded technologists in Nortel. That meant we could make sure we were not going to get beaten up by the various business units trying to do a land grab on the patent portfolio as they moved on; we knew everything there was to know about the patents.”

McColgan & Co were also keen to point out that some people were looking in the wrong places for the real treasure that Nortel possessed. “The world thought that our most valuable assets were LTE and wireless patents; Gillian and her team were offended by that,” Veschi continues. They believed that wireless was not the heart and soul of the company; instead, it was areas such as data communications. “We made sure that everyone knew what was there and that we were not going to squander it.”

This attachment to Nortel's intellectual property speaks to a wider affection



John Veschi, Rockstar's CEO

“There are a lot of people out there using former Nortel IP who aren't licensed yet. In terms of our progress in getting to them, we are probably in the third inning of a nine-inning game; but we are already generating returns for our investors”

Establishing the appropriate reporting lines – business or law?

Before anyone takes a high-profile senior position which involves potentially company-transforming responsibilities, it is a good idea to negotiate carefully. When talking to Nortel about building its proposed IP licensing business, that's exactly what John Veschi did; and one of the areas that came up for discussion was reporting lines.

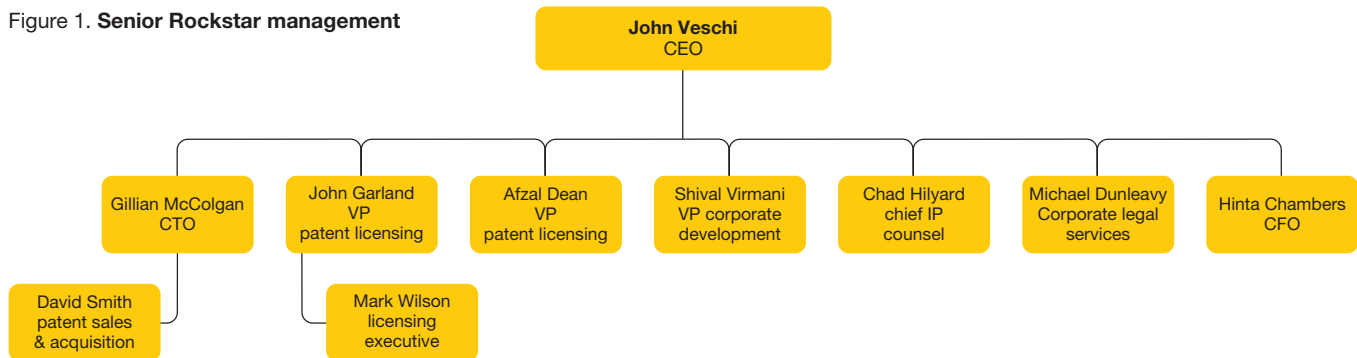
“Nortel's original plan was that I would be the VP of IP reporting to the general counsel,” Veschi explains. It was something to which he could not agree: “I felt that would mean IP would be viewed as a cost centre. To do what I wanted to do, we could not be subordinate to other business units. We were going to need a free rein to assert patents against whoever it was necessary to take on – we could not

have people telling us that we could not because it might damage such and such a relationship.”

His plan, Veschi continues, was to make intellectual property less of a legal function. “In the end, it was agreed that I would be appointed as chief IP officer (CIPO), initially reporting to both the general counsel and the chief technology officer, and then reporting directly to the CEO once the licensing business was established.”

To have been reporting direct to the CEO in a company the size of Nortel would have made Veschi one of the world's highest-profile CIPOs. Whichever way the Nortel story was to have unfolded, it seems, Veschi was always destined to make a significant impression.

Figure 1. Senior Rockstar management



that these seasoned employees had for the company itself. “Once you were at a company like Nortel, you did not tend to move around, so we have a team of people who had spent 20 or 30 years there. They wanted to do the right thing by it,” Veschi claims. And it soon became apparent to all those involved in the bankruptcy process that such loyalty and expertise made the team itself a significant asset in its own right. “The buying community got pretty comfortable with the fact that the portfolio would have substantially more value if the team came with it,” he says.

Thus, even before the final deal was sealed, it was clear that whoever ended up buying the patents would take the Nortel IP team too. And that even applies to Google. “I can’t imagine that they would not have wanted to keep everyone together,” Veschi states. “They may not have been actively licensing the patents, but they would still have needed to know them, so it is likely that the team would have been moved to Mountain View. That could have been something of a culture clash, given the average ages of our team and Google employees.”

Commitments to the DoJ

The sale of the Nortel patents closed on 29th July 2011, which also happens to be Veschi’s birthday. But it took another few months – until Spring 2012 – for the acquisition to receive clearance from the US Department of Justice (DoJ). Although this approval may have taken some time to obtain, the only commitment that Rockstar itself gave to the DoJ (and the Federal Trade Commission) was that it would operate autonomously. This, explains Veschi, was so that the shareholders “as operating companies cannot pick and choose who we will target”. Rockstar made no undertakings as to how it would license FRAND-encumbered patents, as the bankruptcy court had already dealt with this issue.

In some quarters, much store has been set by Veschi’s comment in an earlier interview with another publication that Rockstar is not bound to promises made to the regulators by Apple and Microsoft. He is keen to clarify what he meant by this. “The commitments that they have given relate to the patents that they have taken ownership of from the Nortel portfolio. Our commitments relate to the patents we control – so there is absolutely no link and nothing that ties us to what they have agreed. We are a separate company,” he says.

Some, Veschi continues, have taken his original remarks to mean that the NPE is being used in some way as a vehicle to wash away commitments made by a predecessor in title. That is not true, he insists: “I simply pointed out that the commitments those companies made about their future patents have no bearing on Rockstar. We are a separate company and were never asked to make any commitment. Interestingly, the folks who have written about this as if there was something unseemly going on – none of them has ever asked me about it. It’s as if they have the sound bite and the interpretation that supports their cause, so why confuse it with facts?”

Rockstar has an ongoing dialogue with the DoJ, the last time they got together being in February this year. And Veschi says that the relationship is a good one: “They know we are not seeking to harm anyone else relative to their peers or competitors. They understand and are comfortable with what we are trying to do. I have been very impressed with the depth of their knowledge of the issues.”

That said, the commitments that Rockstar has made do mean that Veschi must be careful about how he interacts with its owners. “We do not talk to the shareholders about potential licensing partners or any potential infringers that we may have targeted,” he explains. “I have to show them progress and that real work

The rock star

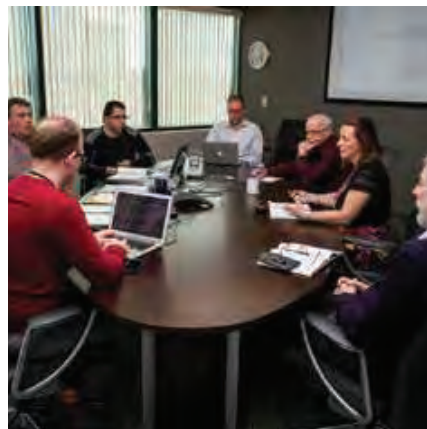
Doing the deal

Once a potential infringer of Rockstar intellectual property has been identified, it is a matter of sitting down with them in order to hammer out a licensing deal. In many instances, ‘fair, reasonable and non-discriminatory’ (FRAND) obligations loom large – even if, strictly speaking, that did not have to be the case. Although around 90% of Rockstar patents in areas such as wireless and data networking have some standard or other associated with them, under Canadian law any FRAND commitments given by Nortel to standards bodies could have been repudiated during the bankruptcy. But, says John Veschi, it was decided not to do this. Instead, the company chose to make sticking to previously made FRAND commitments a condition of sale.

Even where FRAND is not involved, Veschi is keen to emphasise that Rockstar deal makers want to be seen to be treating

licensees fairly. “We will ask the other party what it is they want to license and strive to negotiate a licence that is fair and reasonable for them,” he states. The offer gets a mixed response: “Some appreciate our approach; others would prefer to simply call us a troll!”

The reaction often comes down to who is on the other side of the negotiating table. “Every company we engage with is different; some are more sophisticated than others, for example. In some cases we talk to the businesspeople; other times it might be the in-house IP team,” Veschi says. “Sometimes we end up with outside litigation counsel. They usually come with the wrong perspective because they are already thinking about juries. But we believe we should get credit for not initially suing the company in question, as we prefer to sort things out in the boardroom rather than in the courtroom.”



Rockstar CTO Gillian McColgan leads a meeting

Starting with the man in the red shirt and working clockwise – David Smith, director, patent sales and acquisitions; Bruce Schofield, technical expert; Chris Briggs, senior programme manager; Hamid Ould-Brahim, internet technology expert, distinguished member of technical staff; Derek de Laat, senior financial analyst; Ron Steeves, patent licensing adviser; Gillian McColgan, CTO; Liam Casey, IP technology consultant

is being done, but we tend not to go into details.” Veschi schedules periodic calls and meetings with the owners – mainly with their respective heads of intellectual property – and, he says, they work well together. “But all of these guys have day jobs; how Rockstar performs is probably largely irrelevant to how most of them are judged,” he acknowledges.

The sensitivities of this relationship also affect the way that Veschi interacts with senior staff inside the NPE. “I rely on my leadership team more than the typical CEO might. There are things that I cannot share with the board in the way that other CEOs might, so I probably spend more time speaking with my colleagues at Rockstar to get the appropriate amount of diversity of thought.” Likewise, he continues, some of the other activities that another CEO would typically undertake, such as cultivating potential investors, are not matters that he needs to spend time on: “As a result, I probably spend more time as both a COO and a CEO.”

Mining and money

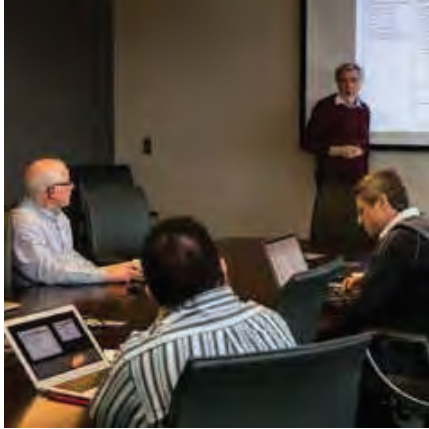
It may be an arm’s-length relationship, but Rockstar’s shareholders still want to see their investment realised to the maximum possible extent; and Veschi knows that he will be judged on the success or otherwise of his strategies to monetise the portfolio.

First of all, though, he has to decide which parts of it to mine; and there are plenty of choices. “It turned out that those

companies like Nortel, which did ‘find a better mousetrap’-type R&D, have been less successful over recent years than those companies whose R&D was much more consumer facing,” Veschi says. “But Nortel made mobile phones before many of the companies that make them now did; and it was similarly investing significantly early on into looking at what could be done on the Internet. It was grappling with problems and finding solutions a long time ago – what is natural today just wasn’t back then. The patents that we own are a representation of the investments that were made.”

Although Veschi will not talk specifically about the technology areas he has chosen to prioritise, he does point to a diagram that has been distributed internally (see Figure 2), which provides certain clues. It is composed of a series of concentric circles. “The smallest circle contains the three classical scientific disciplines – biology, chemistry and physics – and the explosion out to the right is basically a description of the high-tech world,” he explains. “The further out you get, the closer you get to the consumer. Right now, we are very active in about a half dozen of the areas named in the chart, while we are doing serious preparatory work for six to 10 more. Though I am not comfortable saying which ones precisely, I can say that most of them are in the upper-right quadrant.”

The monetisation game, he continues, is still in its early stages: “There are a lot of people out there using former Nortel



Deep analysis

Starting with man at the projector screen and working clockwise – Liam Casey, IP technology consultant; Peter Lorenz, senior business analyst; Hamid Ould-Brahim, internet technology expert, distinguished member of technical staff; Ron Steeves, patent licensing adviser

IP who aren't licensed yet. In terms of our progress in getting to them, we are probably in the third inning of a nine-inning game; but we are already generating returns for our investors."

Given the number of potential infringers out there, one way to a series of quick wins might be to start calling in the litigators, but this is an approach that Veschi rejects. "You could say that if we were to truly maximise the value of the portfolio, we should be suing everybody. But although our job is to get a good return on the investment that the owners have made, we strive to bring in revenue in a balanced way that is fair and reasonable. The shareholders are comfortable with that," he states.

While Rockstar has yet to initiate a lawsuit, Veschi believes that this is bound to change: "I suspect we will need to resort to litigation in the near future, as some of the users of our patents feel no remorse or obligation to pay fair royalties." But it is not a prospect he relishes: "Personally, I think it's a shame that some users choose, as a matter of course, to treat you like a second-class citizen if you haven't sued them. Systemically, something seems wrong with that picture." Generally, Veschi continues, litigators hold too much sway currently: "If you look at the IP business market at the moment, it is too skewed towards the litigators being in charge. That is damaging. We have to take control back. If everything is run by them, you get sub-optimal results. We need to figure out better ways of recompensing the innovator."

Another dilemma vexing Veschi is how

deep to dig into the portfolio mine. "We have a very diverse portfolio and my job is to do the right thing by it. We could try to do everything and then run the risk of doing nothing well; while the reverse risk is that we focus closely on one or two areas and let everything else go by the wayside," he explains. "It's like yin and yang, and I admit that I struggle with it. Our engineers would go off in all directions if they were left to their own devices and that would be chaotic; but I don't want to confine them to too narrow a charter either. In the end, it comes down to how strong our patents are and the size of the markets that they can be applied to."

More than licensing

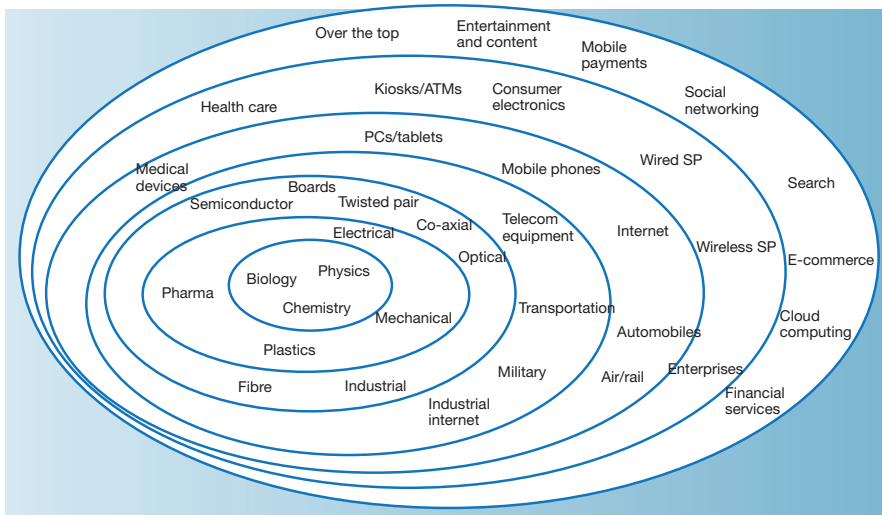
When it comes to monetisation, of course, licensing is not the only option. Of increasing importance over recent years are sales. They are part of the Rockstar offering too – although not, as yet, a big one. "With sales, we do a lot more thinking than doing. There are a lot of opportunities, but it is not our primary business. About 20% of my time is probably invested in talking about sales and partnerships, but it has to be a no-brainer for us to go ahead with a deal," Veschi states.

That said, his philosophy is never to say never: "There are no Rockstar assets that are not for sale. Does that mean they will be sold? No. But if an offer is made, we cannot refuse that they will go. That is business." Sometimes, Veschi states, patents are simply more valuable in someone else's hands. "We are often approached by other parties about sectors or sub-sets of our portfolio that they would like for either tactical or strategic needs. We need to explore those opportunities," he says.

But Rockstar is more proactive than that. Veschi believes that a healthy licensing business should keep a close eye on which assets are not being used and may be withering on the vine: "We have to make sure that they do generate some value, if possible – so we send out catalogues that detail patents which are for sale, while people contact us too. Also, our sales team is out in the market all the time, interacting with other parties and assessing where we might be able to place assets. We have to maintain a constant strategic overview on what we have."

There is also a licensing angle to being seen to be willing to contemplate sales, Veschi believes: "It may help to concentrate certain parties' minds when it comes to a negotiation. Maybe they should agree to a licence with us just in case we sell the relevant patents. We have a lot of very good

Figure 2. The world according to Rockstar – 2013



The rock star

assets and do not need them all.” What it all boils down to, he says, is for him to be put “in a place where I have to make a difficult decision about whether we should let something go or not”.

Given its ownership, though, is there a possibility that while Rockstar may be willing to sell off parts of its portfolio, there may be certain parties that it is not willing to do business with – especially as sales are not covered by any commitments that have been made to regulators? Veschi says absolutely not: “We work the deals within our charter. Just like in the context of licensing, the shareholders do not influence the decisions on who we deal with.”

The wider world

Rockstar does not operate in a vacuum and it has not escaped Veschi’s notice that the environment in the United States has become more hostile towards NPEs recently. What he would like to see, he explains, is a little more contextualised thinking about the issues.

“I don’t want to defend all NPEs. What some of them do is troublesome and very litigation-centric, but they are part of the evolution of the corporate world in general,” he says. The issue is by no means as clear-cut as ‘operating company good, NPE bad’, he claims: “When you go back to the good old days, you find companies that did everything in North America – from R&D through to manufacturing. Now a lot of this activity has been moved offshore. Why is a company that moves its factories to Asia considered more of a good guy than one which does not manufacture at all, but does much of its R&D work locally?”

And it’s not as if big operating companies have a faultless record when it comes to intellectual property: “The classic NPE is the little guy working in his garage who comes up with an idea and gets a patent. If he then discusses his idea with a product company, which says, ‘Thank you very much, now go away,’ the only thing he has to protect himself is his patent.”

Rockstar’s own experiences have made Veschi – who has never previously worked inside an NPE – sympathetic to what many NPEs are up against when trying to deal with operating companies. “When we are negotiating deals, we find that companies which look similar from the outside behave very differently when we sit down with them,” he states. “For the most part, we get respect, but some people get very emotional and quickly resort to name calling – that indicates to me they do not understand the situation they are in. You’d think that

A US-centric organisation thanks to Nortel’s money men

Although many US-based NPEs believe there may be significant potential in developing business abroad, for Rockstar the focus will have to remain the United States, John Veschi explains: “We are more of a US-centric organisation. We cannot fix the fact that in the past, Nortel decided not file abroad as much as it did in North America.”

In general, Veschi says, a lot of the decision makers at the company saw the US market as the one to concentrate on. “It was like a Picasso painting in some ways – things were out of proportion,” he says. Although there was very strong R&D, there was not an equal commitment to protecting

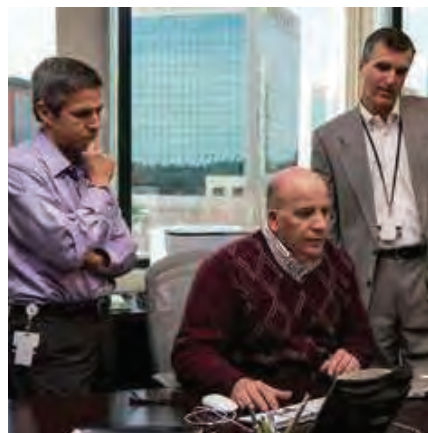
it: “The finance people and accountants seemed to have led the decision making.”

Given the circumstances, he continues, the IP department can only be praised for creating what it did: “The IP people – battling against a lot of headwind – did a great job and we have got the benefit from that. When you look at the portfolio you see cases where the patent committee likely had, say, 25 really good inventions, but budget to only file 10 patents; even so, if you look at the way those patents were prepared and prosecuted they got a lot into them. In the end, though, there was only so much they could do.”

people would realise they need to pay for the IP they use, but some are almost hysterical when we point out they cannot have our stuff for free. If that is the way they treat us, you can only wonder what it is like for a typical small NPE.” The truth is, he says, some potential licensees just do not want to be fair and reasonable: “It is important to know that just because a company is a practising entity, that fact does not make the company a good guy. There are some unscrupulous characters out there on all sides of these issues.”

However, Veschi is not set against all reform. He opposes the proposed Saving High-tech Innovators from Egregious Legal Disputes (SHIELD) legislation in the United States, which would introduce a loser-pays regime specifically aimed at what its authors describe as “patent trolls”, but he is not opposed to loser pays *per se*. In fact, the opposite is true: “I have always been a fan of loser pays, but in a way that treats everybody the same. What you see with SHIELD is an attempt to discriminate against certain types of businesses. That is misguided. There are plenty of practising entities that are very comfortable with infringing and not paying royalties; loser pays across the board would encourage everyone to act a little more like a good guy.”

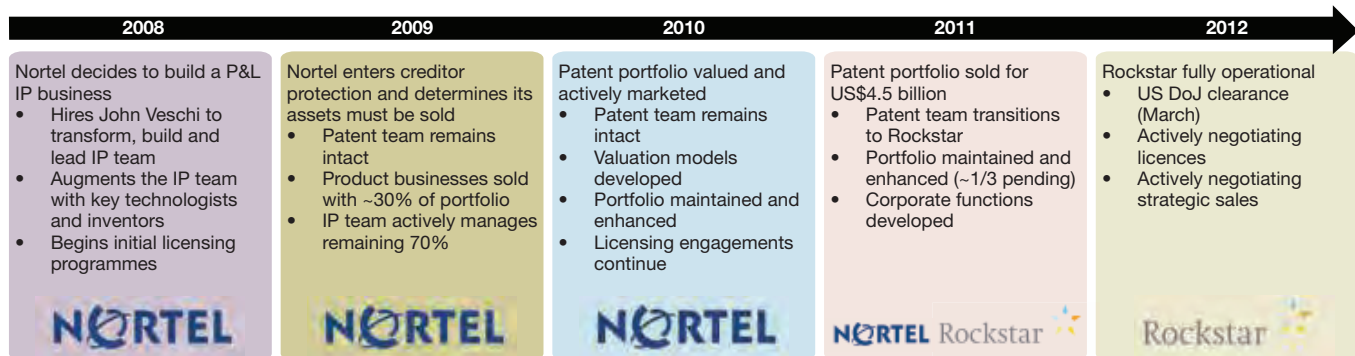
Likewise, Veschi supports recent moves spearheaded by the US Patent and Trademark Office (USPTO), as well as certain companies such as Microsoft, to introduce greater transparency into patent ownership. “Those with good portfolios should be very comfortable with transparency and more of it makes a lot of sense,” he says. “We are not trying to play hide the ball with our portfolio, and if the law changed to make it a requirement to register every licensing deal I would be



Reading the runes

From left to right – Peter Lorenz, senior business analyst; John Veschi, CEO; and Ross Morgan, CFO

Figure 3. Rockstar journey



fine with this – but I am not going to do it unilaterally and I wouldn't expect anyone else to do so."

Enhanced transparency, Veschi claims, would help to make the market more efficient. At the moment, sometimes the only way to get information is through litigation – for example, to use discovery to find out who the true owner of a patent is or what other deals are related to it. "Since I think the patent marketplace is already too litigation-centric," he continues, "I would be in favour of some changes here. However, for me, it is better to have this codified somehow, so that depositing information would be like registering a deed. It could be that for a licence to be enforceable, it has to be recorded. To me, this looks like a good area for reform, and maybe a place where the USPTO can play a leadership role."

Whatever happens, though, Veschi firmly believes that Rockstar will adapt and prosper: "I am not sure how the regulatory and legal environments will evolve. Reforms may make it a little harder for us to do deals or may raise our costs slightly, but we have a very strong portfolio and whatever measures may be in place, I am confident we will be able to deal with them."

Into the future

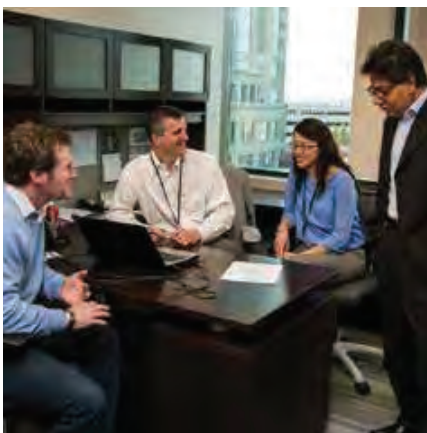
With 4,000 patents to exploit and plenty of deals still to be done, on the face of it the future looks like a long and bright one for Rockstar. But things are never that simple. The reality is that every single asset in the firm's portfolio has a shelf life, which gets shorter as each day passes. Therefore, unless acquisitions happen or new business models are developed, Rockstar will also have a finite existence. Veschi seems well aware of this.

"We have done some thinking about acquiring, but not a lot," he states. "It might

happen down the line, but we have so many toys already that we want to play with first." Right now, he continues, it is difficult to imagine spending much time focusing on what others have, given that Rockstar is mining its own portfolio and is still finding valuable assets; but the situation could well change. "It would not surprise me if a few years down the road, we had significant IP other than what we currently own," he concludes.

Likewise, there may be opportunities to roll out new types of business offering – among them privateering. Veschi states that he will leave it to others to decide whether Rockstar is already a privateer, but whatever definition of the term people may want to use, the consortium could well become one in the future. "We are often asked about whether we would be interested in getting involved in privateering by those we are doing licensing deals with – they look at the quality of our people and wonder whether we can help them with their patents," he says. "This may be something we look at more closely further down the road, because it can be an attractive proposition, but it is not a priority because we still have a lot of our own IP to work with first. That does not mean, though, that with the right economics we cannot be forced to change our minds. Five to 10 years down the line, I can certainly see us managing the Rockstar portfolio, plus other IP assets as well."

For either that or acquisitions to happen, though, Veschi will need to go back to the shareholders and make his case. But while it is one thing to be the co-owner of an NPE that is essentially managing a portfolio of patents acquired from a bankrupt company in an open auction primarily for operational reasons, it is quite another altogether to be seen to be the ongoing backer of an NPE which is going into the marketplace to acquire more rights solely for the purposes



Discussing a prospect

From left to right – John Garland, vice-president, patent licensing; Ross Morgan, CFO; Pam Yeh, controller; Afzal Dean, vice-president, patent licensing