Michael D. Doub

6704 Pauline Drive   919-802-8833
Chapel Hill, NC 27515   Mike@Doub.com

ENGINEERING MANAGEMENT
Cross-Functional Experience and Cross-Industry Expertise

Extensive experience in high technology product development, software services and contract management. Results focused leader with extensive working knowledge of product management, software and hardware engineering, strategic planning, budgeting, sales, marketing, and product industrialization. Talent for establishing partner relationships, effectively building and managing globally dispersed development and subcontracted organizations. Unique business experience in both large multi-national companies as well as in small start-ups. Strengths in:

- Hardware and Software Product Development
- Strategic Planning
- Business and Financial Planning
- P&L Management
- Profitability Improvement
- Customer Quality Systems

- Partner Relationship Management
- Services and Support
- Functional Re-Engineering
- Productivity Enhancements
- Team Leadership & Collaboration

PROFESSIONAL EXPERIENCE

INDEPENDENT CONSULTANT   2011-Present
Software Management, Requirements Analysis, Architecture, Mobile Applications.

VICE PRESEDENT, SOFTWARE PRODUCT DESIGN CENTERS   2010-2011
DIRECTOR, GPRS SOFTWARE   2008-2010
Research in Motion - Waterloo, Ontario CA

Managed multiple geographically distributed organizations, all contributing to the development of RIM handsets: Product Design Centers in Bochum, Germany, Sunrise, FL, Rolling Meadows, IL. Radio Technology Development Centers in Waterloo, ON, Research Triangle Park, NC and Shanghai, China.

- Created the software organizational and operating model for all of RIMs Product Design Centers. The objective was to create sustainable parallel product development teams with expertise to maintain significant independence from the core development teams. These objectives were met in all of the Design Centers that used RIM's internally developed protocol stack. Product Design Centers independently interacted with manufacturing for the deployment of product specific production factory calibration software.
- Established and managed the software organizations in the Product Design Centers in Bochum, Germany and Sunrise, FLA. and Rolling Meadows, IL. Expanded RIMs radio protocol development expertise by creating development and testing centers in Research Triangle Park, NC and Shanghai, China.
- Extended RIM's automated testing capabilities to include RF, IOT and 10776 testing. Expanded RIM's automated test system to all RIM locations doing radio development.
- Drove continuous improvement of core radio calibration technology within my Core Calibration and Test team. This team delivered software that allowed devices using RIM's protocol stack to be calibrated and tested significantly faster achieving multi-million dollar manufacturing cost savings. Architectural improvements additionally gave the factory improved flexibility in production line design and data driven control of production vs design verification testing.
- Changed the philosophy of test equipment acquisition from one of RIM figuring out how to use each supplier's technology to one of having test equipment suppliers deliver to a standard set of defined interface requirements. These allowed each vendor solution to be measured and compared thus changing the dynamics of the purchasing negotiation away from the technical solution and towards better business terms for RIM.

DIRECTOR, GPRS SOFTWARE   2005-2008
Research in Motion - Waterloo, Ontario CA

Managed multiple organizations responsible for the delivery of BlackBerry products based upon RIM's internally developed radio protocol stack: Radio Protocol Stack Development, Radio Calibration and Factory Test Fixtures Development, Internal and External Interoperability Testing, 3GPP Automated Test System Development, 3GPP Pre-Certification and 3GPP Formal Certification.

> ➢ Established a parallel radio protocol stack development team to enhance and ported RIM's internally developed protocol stack to a second source baseband processor and radio chipset. This team was geographically distributed between Waterloo, Egham England and Dallas TX.   The products based upon this software/hardware combination were RIM's highest volume and lowest cost.
> ➢ Expanded RIM's automated test program to include standardized interfaces for communication to radio protocol and RF test systems. Leveraged RIM's industry growth position to have all major test equipment vendors conformed to these interfaces. This reduced integration times and increased automated stability. Extended the use of the automated test system to Birmingham, England and Dallas, TX.
> ➢ Established RIM's Certification office for the program management of all certification and regulatory testing for RIM's products. This organization is RIM's official voice to both industry and governmental regulatory and certification bodies.

DIRECTOR, GPRS SOFTWARE   2002-2005
Research in Motion - Waterloo, Ontario CA

Managed multiple organizations responsible for the delivery of BlackBerry products based upon a third party supplied radio protocol stack: Radio Protocol Stack Integration and Support, Radio Calibration and Factory Test Fixtures Development, Internal and External Interoperability Testing, 3GPP Automated Test System Development, 3GPP Pre-Certification.

> ➢ Delivered, tested and formally certified radio software for RIM's initial full phone capable handsets and GPRS PCMCIA data cards that were based upon a third party protocol stack.
> ➢ Established RIM's automated radio test system that reduced a single complete run of the 3GPP protocol certification tests from 6 weeks to 3 days. Expanded the use of the automated test system from Waterloo to Ottawa development locations.

DIRECTOR, BUSINESS DEVELOPMENT   2002
Infinite Technology - Raleigh, North Carolina

Increased opportunities of the existing software services business by expanding service offerings through partnerships. Identify product opportunities that would be synergistic with the existing services business while generating reoccurring revenue not dependant upon staffing levels.

> ➢ Established a strategic relationship with a hardware design company with collaborative marketing, and mutual sub-contract arrangements that resulted in expanding the product offering to include hardware design services in addition to existing software services.
> ➢ Created a strategic partnership with an offshore company that included joint marketing and sales efforts targeted at key customers where the combined capabilities of both companies could be exploited. The partnership resulted in increased technical capabilities and reduced cost structure allowing more competitive bids.
> ➢ Developed and launched a unique sales partner program with associated training and enhanced marketing collateral targeted at well-connected business associates. The program resulted in extending the number of individuals seeking opportunities for the company beyond that of the direct business development staff.

VICE PRESIDENT, ENGINEERING

2001 - 2002

FollowMEdia, Inc. - Research Triangle Park, North Carolina

FollowMEdia was a start-up streaming-media technologies company developing imbedded software, wireless hardware designs and a content delivery network that enabled on-demand video and audio services. Joined a talented team of experienced engineers with a vision. Contributed business strategy, financial planning and management experience. Successfully recruited an experienced marketing executive with previous startup and channel creation experience.

➢ Successfully closed intent agreements for $12 Million in sales with 2 major publicly held corporations.
➢ Relationships in place for key technologies and manufacturing.
➢ Established impressive Board of Advisors including the President of Packet Video and the Vice President Software of Research in Motion.

1997 - 2001

DEVELOPMENT MANAGER, COMMUNICATORS

Ericsson Inc. - Research Triangle Park, North Carolina

Managed the Communicator Development Organization, which included software, electrical, mechanical, RF and verification functions with development budget of ~$20 million annually.   The Communicator Organization was focused on the development of wireless handheld communication devices that integrated computing, multimedia, voice and data telephony and software solutions for worldwide distribution.

➢ Expanded initial communicator team of 6, into a fully functional unit of 80 engineers and managers representing all required disciplines required for high volume product development and industrialization.
➢ Developed the first Symbian based Communicator, introduced in 2000 at CeBIT. Followed by the first triple band GPRS Multimedia Communicator with enhanced PIM applications, full-featured phone and integrated image capture, MPEG4 and MP3 technologies and support for C++ and Java.
➢ Member of the Ericsson team that established the Symbian joint venture and the use of the Symbain OS in Ericsson Communicator and Smartphone products. Ericsson representative on Symbian's Technical Committee and Voice of the Customer Forum.
➢ Managed the communicator software development with facilities in USA, UK, and Sweden as well as contracted suppliers in Japan, Germany and Mexico.
➢ Established and maintained business relationships with hardware and software suppliers, contract manufacturing organizations and verification service suppliers resulting in the successful achievement of aggressive project scheduling goals.
➢ Developed Java based screen phone as a technology and concept demonstrator.

PROGRAM MANAGER

1995-1997

Compaq Computer Corporation - Houston, Texas

➢ Defined and coordinated Compaq's UNIX clustering strategy and managed the UNIX, Windows NT and NetWare support of high end server programs that provided unique high availability and system management characteristics.
➢ Defined the system software strategy and product objectives for increasing the availability and performance of UNIX based systems though the use of clustering technologies. Contributed to the development of clustering technologies and Oracle Parallel Server support for Windows NT.
➢ Established and promoted business relationships between multiple strategic partners for both product and channel development.
➢ Provided software requirements and architectural consultancy to hardware engineering teams for highly available fibre channel based storage product offerings and coordinated UNIX, Netware and Windows NT driver development.

PROGRAM MANAGER   1988 -1995

Data General Inc., - Research Triangle Park, North Carolina

SR. DEPARTMENT MANAGER, UNIX LAYERED DEVELOPMENT (1991-1993)

SR. DEPARTMENT MANAGER, LANGUAGE DEVELOPMENT (1988-1991)

➢ Defined and lead the implementation of Data General's multi-platform UNIX software strategy that resulted in the introduction of the Intel based product.
➢ Responsible for the development and support of all of the UNIX Libraries and commands, system administration, system installation, software development and performance tools of the DG/UX operating system.
➢ Member of a select advisory group reporting to the Chief Executive Officer for technical input on strategic corporate direction.
➢ Lead department of 85 engineers creating the software development environment of the AViiON product line: included were compilers, debuggers, Motif libraries and graphically based CASE tools.

1983 - 1988

MANAGER OF LANGUAGE DEVELOPMENT

Gould Inc., Computer Systems Division - Fort Lauderdale, Florida

MANAGER OF OPERATING SYSTEMS DEVELOPMENT (1983-1987)

➢ Managed the development and acquisition of the C, Pascal, Ada and Vectorizing FORTRAN compiler products and the management of four internal groups totaling 40 engineers that provided product improvements and critical situation support.
➢ Managed two teams of engineers responsible for maintenance of Gould's proprietary real-time operating system and the development of a next generation advanced operating system.

SOFTWARE MANAGER   1977 - 1983

Scientific Systems Services, Inc. - Melbourne, Florida

MANAGER, PITTSBURGH REGION (1979-1982)

➢ Established and managed the Pittsburgh Regional Office where over a 3 year period, the regional staff increased from 3 to 30 people. Sales volumes grew from 0 to 3 million dollars annually producing custom real-time process control software.

EDUCATION

University of Central Florida, Orlando, Florida - B.S. Computer Science
Stetson University, Deland, Florida - Mathematics

The Management Course, American Management Association
Interpersonal Skill Laboratory, American Management Association Management of Software Engineering,
Harvard University Laboratory for Computer Graphics