

**PROFESSIONAL RESUME**  
**Richard J. Heaps**

**SUMMARY**

25+ years leadership experience in all facets of high technology including strategy, planning, sales, marketing, finance, operations legal and professional services

- Hired to lead the emergence as a public company of Clarent Corporation, which became the leader in voice over Internet infrastructure technology, building the company from under 50 people and annualized revenue of \$12M to a 20+ country multinational currently approaching 900 people and \$250M+ in annualized revenue, exceeding market expectations in each quarter as a public company. Completed 3 major acquisitions and restructuring the company into three separate business units to address a growing market
- Proven ability to design, structure and drive highly visible and complex transactions and deliver revenue
- Proven leadership ability to drive culture, process and consensus and accountability
- Respected team builder in leading both small (under 15) and large (over 500-) functional organizations
- Recognized industry leader and spokesperson
- Extensive international experience in both developed and developing geographies

**EXPERIENCE**

**2001 TO PRESENT: THE MANAGEMENT GROUP LLC**

**Managing Director**

Established management advisory practice focused on early-stage technology companies. Assignments included acting as interim President and CEO of SkyFlow, Inc., a voice enabled call center software company. Successfully completed fund raise of \$1.5M and full recapitalization of the company. Other clients include tours.com an eCommerce software company in the leisure travel and tours arena, Novation, Inc. a company offering unique technology in the detoxification and purification of semi-potable water supplies, Anta Corporation, an enterprise wireless VOIP company and Clarus Systems a company focusing on QOS assurance in the enterprise voice services business.

**1998 TO 2001: CLARENT CORPORATION, REDWOOD CITY CORPORATION**

**Chief Operating Officer and Chief Financial Officer**

Hired by the Board of Directors and CEO to lead the development of the clear leader in voice over Internet infrastructure technology company at Series C stage and grow the company to a public multinational. Responsible for establishing organizational structure and process hiring sales, marketing, finance, human resource, legal, product strategy and business development professionals

**The Management Group, LLC**

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to build market leadership and brand equity. Led successful initial public and subsequent secondary offering led by Credit Suisse First Boston, raising more than \$300M and maintained an active investor and analyst dialogue. Completed three significant acquisitions, including one public company. Respected industry spokesperson and active in all aspects of the business. Known for fostering open culture and empowering teams.

**1987 TO 1997: CENTURA SOFTWARE CORPORATION, MENLO PARK, CALIFORNIA****Senior Vice President, Business Development, and General Counsel (1995-97)****Chief Financial Officer (1995-96)****Vice President, Intercontinental Operations (1990 – 93)****Director of Marketing, Technical Services, and Business Development (1987- 90)**

Multi-functional executive and senior member of management team. Established international operations in Asia, Latin America and Africa and responsible for growing the business to almost 20% of total revenue through 1993. Designed and implemented functional and financial turnaround and restructuring plan resulting in a profitable 1996 after eight quarters of losses and implementing changes which reduced the company's cost structure by 40% while maintaining revenues. Settled company's shareholder class action lawsuit. Key executive Responsible for negotiating and structuring strategic relationships with CA, UPS, IBM, NCR, Hewlett Packard, Siemens Nixdorf, PSDI, Mitsubishi Corporation and PeopleSoft. Key contributor to successful IPO in 1993. Established company's European operations, technical services, and marketing programs during start-up growth period in the late 1980's.

**1986 TO 1987: UNISOFT CORPORATION, EMERYVILLE, CALIFORNIA****Manager, Strategic Accounts**

Responsible for the management and direction of the business and technical relationship focused on the delivery of the A/UX operating systems to Apple Computer, and responsible for more than 50% (in excess of \$3M) of company revenue.

**1985 TO 1986: FOOTHILL RESEARCH, INC., BELMONT CALIFORNIA****Director, Business Development**

Responsible for all indirect sales channels for start up vendor of fourth generation software system designed to dramatically increase the productivity of software developers across a wide spectrum of hardware platforms. Established and managed relationships with IBM, Stratus, and Data General; coordinated joint marketing and sales activities.

**1983 TO 1985: ORACLE CORPORATION, MENLO PARK CALIFORNIA****Director, Personal Computer Sales and Service (1984-85)****Director, OEM Sales (1983-84)****The Management Group, LLC**

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Responsible (1984-85) for the launch of the MS-DOS Oracle product line, building volume to in excess of \$3,000,000 annually. Responsible for sales to and account management of Oracle's OEM's including Motorola/Four Phase, Texas Instruments, Metaphor Systems, Grid Systems, IBM and other hardware vendors. Established Software OEM program. Responsible for more revenue than any other salesperson in 1984.

**1975 TO 1979 & 1980 to 1983: DATAQUEST, INCORPORATED, CUPERTINO, CALIFORNIA**

**Special Assistant to the President, Corporate Development (1982-83)**  
**Director, Finance and Legal Affairs (1980-83)**  
**Research Analyst, Consultant, and Economist (1975-79)**

**1979 TO 1980: COOPERS AND LYBRAND, PALO ALTO, CALIFORNIA**

**Emerging Business Consultant**

**EDUCATION**

**1974 TO 1979: STANFORD UNIVERSITY GRADUATE SCHOOL OF BUSINESS AND STANFORD SCHOOL OF LAW, Stanford, California.** MBA and JD degrees awarded 1979. Named Arjay Miller Scholar for finishing in the top ten percent of the MBA class of 1979. Recipient of Behendorf and General Telephone Fellowships. Topics Editor, **Stanford Journal of International Studies.**

**1970 TO 1974: YALE UNIVERSITY, New Haven, Connecticut.** BA awarded *magna cum laude* with departmental honors in mathematics and economics awarded 1974.

**ADDITIONAL  
INFORMATION**

**Member:** State Bar of California, American Bar Association, San Francisco Bar Association, International Bar Association

**Director:** San Jose Children's Discovery Museum

Married, two children, excellent health. Active in alumni work, avid reader, golfer, tennis player, and amateur mathematician. Part time lecturer in finance San Jose State University 1981-82. References available upon request.

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