

WILLIAM R. (BUTCH) WINTERS
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SKILLS & ATTRIBUTES

- World-class business professional with a solid track record and deep operating experience at the SVP, COO, President and CEO level. Success in both Fortune 100 and start-up environments.
- Sales, business development and marketing background with significant global operations experience and familiarity with both organic growth and acquisition. Generated \$3 billion in lifetime sales, been an individual performer, led teams large and small, and succeeded in organizations from start-up to Fortune 100.
- Experienced in strategic, consultative channel management in the systems integrator, strategic outsourcer, carrier and OEM sectors to establish and maintain revenue-producing relationships with key partners.
- Demonstrated ability to take on the tough assignments and generate investor return by establishing strategic and technical directions, shedding excess expenses, recruiting management teams and building revenues through direct and strategic partner channels.
- Leader who inspires the organization, evangelizes the vision and excites outside constituencies. A creative, high energy, optimistic, enthusiastic, tireless worker who leads by example; a team player who engenders trust and respect, and builds morale in start-ups as well as complex, cross-functional organization structures.
- Possess a strong understanding of enterprise and mid-market sectors. Solid knowledge of internet, wireless, infrastructure, security and CRM technologies and depth in business models that leverage hardware, software and services.

EXPERIENCE

Chairman & CEO

Active Reasoning – Palo Alto, California

Acquired By Oracle

Investors: Arrowpath, Interwest, Comventures, Onset

February 2006 – September 2007

Active Reasoning, an emerging leader in the IT security and compliance policy enforcement sector, developed enterprise software products that enabled Fortune 1000 clients to operationalize standards like ITIL & COBIT to detect, validate, and report unauthorized changes and out-of-policy actions on the IT infrastructure. Clients received measurable benefit through improvements in service level agreements, mitigation of operational risk and reductions in expenses.

Hired by the Board of Directors to position this struggling software developer for a short-term exit:

- Ramped revenues from zero to \$4 million in 2007
- Leveraged relationships to close strategic accounts in the Fortune 500 and through outsourcing-focused channels of distribution including EDS, IBM & CSC
- Reset the strategic and technical direction, shed excess expenses and recruited a new management team
- Established a China development center to reduce development cycle times and improve efficiency of capital
- Built relationships with the press and analyst community
- Initiated contact, drove the negotiations and closed the sale of Active Reasoning to Oracle Corporation

Vice President & General Manager, Global Alliances

Siebel Systems – San Mateo, California

Acquired By Oracle

March 2004 – February 2006

Siebel Systems was the leader in the design, development, marketing, and support of Customer Relationship Management applications maintaining a 45 percent market share in the sectors in which it competed. Personally responsible for global revenue-generating relationships with the major players in the strategic and technology consulting sectors including Accenture, IBM, Deloitte, Capgemini, Bearingpoint, EDS, HP, Infosys, Tata, Wipro, Microsoft, Sun & Intel.

- Managed the global teams in twelve countries that delivered more than \$250 million in annual revenues from partner-driven and channel-delivered
- Built and maintained the industry's best practices in initiative development, incremental revenue generation, MDF collection, and industry ecosystem development
- Envisioned, built, launched and managed programs designed to drive incremental revenue and market share through the world's largest Business Process Outsourcing partners
- Drove partner integration as key member of the core team that drove the acquisition of Siebel by Oracle in 2005 and 2006

Chairman & CEO

Neomar – San Francisco, California

Acquired By Motorola (Good Technology Group)

Investors: Research In Motion (RIM), Verifone, Clearstone, 724 Solutions

February 2001 – November 2003

Neomar, a leading developer of systems management, application delivery, and mobile device software for wireless network providers and Fortune 1000 enterprises, delivered software solutions that optimized performance, enabled secure delivery, and provided systems management functionality for data, applications, and wireless devices in diverse mobile computing environments.

Hired by the Board of Directors to generate investor return from this pre-revenue, wireless infrastructure software developer:

- Ramped revenues from zero to \$5 million in 2003 by leveraging relationships to close strategic accounts in the Fortune 500 and through consumer-directed channels of distribution
- Recruited world-class carrier, OEM and system integrator partners including 724 Solutions, Aether Systems, Bell Mobility, Cingular Wireless, EarthLink, MDSI Mobile Data Solutions, Motient, Palm, Nextel, Research In Motion, Sprint and T-Mobile
- Re-established the strategic and technical direction, shed excess expenses and recruited a new management team
- Built relationships with the press and analyst community
- Initiated contact, drove the negotiations and closed the sale of Neomar to Good Technology (Motorola)

Chairman & CEO

Fabrik Communications – San Francisco, California

Acquired By Critical Path (NASDAQ: CPTH)

Investors: Accel Partners, Crosspoint, Vanguard, Harborvest

October 1998 – January 2001

Fabrik delivered an email gateway application service provider solution to address the reliability, scalability and functionality demands of the corporate market. Hired by the Board of Directors to develop a new business and technology vision for Fabrik Communications, and to generate a positive return for management and shareholders.

- Ramped ASP subscriptions up to 250,0000 and drove revenues to \$7 million annually
- Initiated contact, drove the negotiations and closed the sale of the ASP business to Critical Path
- Rebuilt the company into a leader in the rapidly expanding electronic commerce and digital direct marketing Application Service Provider (ASP) marketplace
- Grew electronic commerce and digital direct marketing business to \$10 million in annual revenue from zero
- Expanded the company by recruiting consulting, sales, marketing, financial, applications development, systems integration, systems operations, technical infrastructure and account operations organizations
- Recruited and selected the banking team for an IPO, drafted the S1 and led the IPO process
- Initiated contact, drove the negotiations and closed the sale of to Propel after the IPO window closed in 2000

Division President - Internet & New Media Business Unit

Electronic Data Systems - Dallas, Texas

August 1995 – September 1998

EDS entrepreneur and member of the EDS Executive Leadership team and responsible for all direct and indirect revenues and resources in the areas of internet application consulting, design, development and hosting.

- Developed the business and technology plan that persuaded Electronic Data Systems to enter the Internet software and services marketplace in mid-1995
- Grew revenues from zero to a market-leading \$100 million in 1998
- Successfully built from the ground up and directed a 500-person business unit that targeted Internet-related systems development, systems integration and systems operations opportunities within, and long-term consulting relationships with, the Fortune 500
- Built consulting, sales, marketing, financial, development, systems integration, technical infrastructure and account operations organizations to afford EDS competitive advantage
- Built relationships with the press and analyst community to afford a leading edge reputation to this provider of legacy systems and services

Division Vice President –Commercial Sales & operations - Client Server Business Unit

Electronic Data Systems - Dallas, Texas

January 1993 – August 1995

Responsible for all direct and indirect revenues and delivery resources in the areas of distributed systems outsourcing services. Was responsible for the migration of the Technical Products Division of Electronic Data Systems from a reseller of commodity products to a value-based consulting and services organization that sells to executive management in the Fortune 500.

- Wrote the business plan to launch EDS' Distributed Systems Management product offering to enable EDS to aggressively compete against IBM and Digital Equipment Corporation in the lucrative growth market of desktop outsourcing
- Closed \$1.5 billion in committed outsourcing revenue in the first half of 2005 before launching the Internet & New Media Business Unit
- Built professional sales, marketing, systems integration, systems operations, technical infrastructure and account operations organizations to define, target and exploit the corporate personal computing and distributed computing market segments
- Engineered the migration of the Technical Products Division of Electronic Data Systems from a reseller of commodity products to a value-based consulting and services organization that sells to executive management in the Fortune 500

Division Vice President - Western Region Sales & Operations – Technical Products Division

Electronic Data Systems – Foster City, California

July 1987 – January 1993

Responsible for 80 percent of EDS reseller revenues and delivery resources in the corporate desktop and local area network hardware, software and services sector.

- Initiated, researched, developed and presented the business plan that persuaded Electronic Data Systems to enter the corporate personal computing marketplace
- Grew annual revenue from zero to \$250 million in less than five years
- Successfully built and managed a professional sales and support organizations that target distributed processing opportunities within, and long-term consulting relationships with, the Fortune 500 and government agencies

Western Region Sales Manager

Cable & Wireless - San Mateo, California

October 1984 - July 1987

Transformed a non-producing sales region into Cable & Wireless' most productive sales region, contributing more than \$125 million annually, or 50 percent of Cable & Wireless' revenue stream for distributed computing and wide area communications products and services during the 1986 and 1987 fiscal years.

Sales Executive

Cable & Wireless - Seattle, Washington

June 1983 - October 1984

Revived the declining Pacific Northwest sales territory by increasing the size of the active account base and by extending the business relationship with Boeing Corporation to make it one of Cable & Wireless' largest corporate accounts. Secured Cable & Wireless' largest maintenance contract and attained status as Cable & Wireless' top performing sales representative.

Product Marketing Manager

Harris Corporation - Dallas, Texas

January 1982 - June 1983

Significant product marketing contribution to support Harris' Distributed Office and Data Processing Systems including comprehensive competitive analysis, detailed product positioning plans, carefully orchestrated customer presentations, polished product announcements and promotional material.

EDUCATION

Southern Methodist University - Dallas, Texas

Bachelor of Business Administration, December 1981

Bachelor of Fine Arts, December 1981

CONTINUING EDUCATION PROGRAMS:

Stanford University

University of Chicago

Southern Methodist University

CONSULTING EXPERIENCE

General Partner

Granada Partners – El Granada, California

www.grnadapartners.com

November 2003 - Present

Founded Granada Partners to help technologists build great businesses by delivering consulting services in the areas of product marketing, product management, sales and business development. Venture firms are able reduce risk for new projects and enhance performance of existing portfolio companies as a result of bringing in Granada Partners to assess strategic positioning and operational capabilities with existing and potential portfolio companies. Venture-backed clients benefit through increased product, market and business model viability by utilizing Granada Partners to deliver market analysis, competitive analysis, marketing plans, pricing recommendations, sales strategy and organization plans, customer segmentation analysis and alliance strategies. Client list includes PacketMotion, Crossroads Systems, Global Data Guard, WIBU and AirPatrol.