

Richard Sands

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SUMMARY

Decisive, determined **Product Management, Marketing and Business Development Executive** with deep, wide-ranging experience in product management, marketing, business strategy, and sales support. Marketing manager behind the successful open sourcing of the Java Platform. Poised leader who inspires diverse virtual teams under extreme time and resource pressures. Creative, confident spokesperson and communicator through vivid messaging that motivates action. Unique and insightful vision of business, product, and marketing strategy based on deep knowledge of the structure of the software industry. Proven product management and business strategy success. Practical expertise in open source development, licensing and legal issues, community development, and developer programs. Broad competencies in:

- Product management, product marketing.
- Strategy, business models, planning, forecasting.
- Business development, sales support, channel strategy.
- Messaging, positioning, communications strategy.
- Competitive intelligence, market research, analytics.
- Direct marketing.
- Community and developer outreach, platform adoption.
- Viral marketing, social networks, online marketing.
- Open source software marketing, development, licensing.
- Leading global, cross-functional, virtual teams.
- Public speaking, press and analyst spokesperson.
- Organizational change.

PROFESSIONAL EXPERIENCE

Sun Microsystems, Inc.

1988 to 2008

Group Marketing Manager, Client Software Developer Programs - 2007 to 2008

Managed a team promoting developer outreach, community building for Client Software Group's platforms, including Java SE, Java ME, and Java FX.

- Promoted the Java ME open source community, rallying developers and persuading partners to cooperate.
- Drove developer, OEM, and carrier market requirements for the next generation software developer kit for Java ME.
- Convinced Linux distributions to adopt OpenJDK, resulting in a breakthrough announcement in April 2008.
- Managed across multiple executive agendas to align messaging and implementation planning for the Java FX launch.

Community Marketing Manager, Java SE and OpenJDK - 2005 to 2007

Created and grew a developer community, and overcame organizational roadblocks. Pioneered a radical shift to open source. Marshaled a 75+ person, cross-organizational virtual team, leading the marketing launch for the OpenJDK Project: open sourcing Sun's 6.5 million line Java SE platform under the GPL, a historic contribution to the Free Software movement.

- Delivered the most-viewed product event in Sun's history, with over 500 articles and broadcasts worldwide to broad acclaim.
 - Designed and implemented the core communication plan, including messaging, executive communications and FAQs across all audiences.
 - Influenced strategic decisions on license, brand, business model, website, community, and launch event. Resolved internal disagreements to execute a coherent, high-impact launch that won over the industry's harshest critics.
 - Press and analyst spokesperson and presenter worldwide, building good will with skeptical developers.
- Developed and implemented a year-long event plan that maintained momentum and maximized exposure.
- Using viral marketing and community outreach, fostered participation, and built trust with wary Linux developers.
- Resolved community and licensing problems, influenced business strategy, helped foster an engineering culture change, and represented Sun's innovative and unusual Java community outreach strategy to press and analysts.

Senior Business Strategist, Software Strategy Group - 2003 to 2005

Drove strategic planning processes and deliverables for Software business unit. Built key planning assumptions, portfolio analyses, execution metrics, R&D monetization business models. Coordinated between business unit and corporate planning.

- Drove agenda and deliverables for Software Marketing V.P. strategy meetings, tracking critical success factors. Managed business unit objectives to successfully meet market and financial goals and metrics.

- Established new analytical methods and metrics to give executive management greater insight into business opportunities.
- Developed, gained buy-in, and implemented a strategy to influence favorable market share reporting by analysts.
- Drove a 50% cost reduction in the syndicated analyst research budget while maintaining full coverage.
- Communicated common threads across a complex product line through coordinated messages, analyst briefings, announcement presentations, PR party lines and executive message briefs.
- Created an analytical framework shaping an executive decision on joining an open source community.

Senior Competitive Intelligence Strategist, Software Strategy Group - 2002 to 2003

Owned competitive intelligence across all of Sun's Software Marketing organization.

- Managed approximately \$1M budget for syndicated analyst research, optimizing coverage.
- Delivered high-impact sales tools, briefs, presentations that shaped competitive strategy and sales engagement.
- Through sales collateral and presentations, successfully positioned Java as a better technology investment than Microsoft .NET for enterprise computing.
- Collaborated across business units to institute a competitive rapid response process for sales.

Senior Competitive Analyst, Solaris Software Marketing - 2000 to 2002

Established the competitive intelligence function within Solaris Marketing.

- Evaluated competitive products, strategies and announcements and delivered customer-ready analyses that helped close deals vs. other UNIX operating systems.
- Uncovered a major competitive threat, spurring the creation of a multi-year, focused engineering effort.

Business Strategist, Sun Computer Systems Division - 1998 to 2000

Travelled the world driving new competitive positioning vs. Microsoft on a sales engineering team.

- Assisted in closing a \$2M server deal and keeping Microsoft out of a major financial account.
- Created customer-ready messaging that changed customer perceptions against powerful competition.
- Leveraged customer experience to influence product requirements for server interoperability software.
- Trained sales and reseller channels worldwide to effectively compete against Microsoft OEMs for workgroup server sales.

Senior Product and Group Marketing Manager, SunExpress, Inc. - 1993 to 1998

Managed Storage, Portables, and UPS product lines totaling over 750 individual products and over \$100M in worldwide revenue for SunExpress, Sun's direct marketing subsidiary.

- Grew revenues over 40% year over year. Introduced new high-revenue products, managed vendors, developed and delivered sales training. Devised innovative sales strategies and direct marketing campaigns while addressing channel conflict.
- Represented marketing on a team that won a gold medal in a company-wide competition, cutting inventory investment by 50%, increasing order fill-rate to over 90%, doubling customer satisfaction ratings and increasing profitability over a six month implementation.

OTHER PROFESSIONAL EXPERIENCE

Senior Product Manager driving strategy, positioning, requirements, competitive analysis, pricing, forecasting, promotion and rollout. Negotiated licenses and partnerships. Principal architect for groundbreaking online publishing system.

Product Marketing Engineer managing release of UNIX workstation operating environment including Beta and pilot programs, marketing programs, packaging and field engagement.

Software Staff Engineer with responsibilities for system administration, documentation, and software development.

EDUCATION

MBA – High Honors – Boston University, Boston, MA

BA Computer Science, BA Classics – Brown University, Providence, RI