

Larry Lang

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Innovative Senior Business Leader

with extensive product development experience
in start-up, early stage, and Fortune 100 environments

Extensive experience in product development, marketing and sales, with engineering background. Proven ability to complete acquisitions, raise capital, grow revenues, and build excellent teams. Strong communication skills; adept at translating highly technical information into clear value propositions, and connecting engineering with sales to roll out successful new products, gain market share and achieve multi-million dollar revenues. Track record with diverse customer types including small to mid-sized businesses, large enterprises, and service providers, as well as building partnerships through global business development.

Professional Experience

RF PIXELS – Fremont **Chief Executive Officer** June 2018–Present

- Start-up company delivering novel phased-array radio modules, making possible unprecedented capacity and breakthrough economics for the new 5G millimeter-wave frequency bands. Robust high-speed connections for users and an attractive business foundation for service providers.
- Business development with potential customers and partners.
- Backed by Sutter Hill Ventures and Walden Riverwood Ventures.
- Raised over \$8 million in Series A-1 round.

PLUMGRID – Santa Clara **Chief Executive Officer** June 2015–January 2017

- Start-up company delivering secure and scalable software-defined networking (SDN) and network functions virtualization (NFV) solutions, connecting cloud workloads across hypervisors, containers, and bare metal architectures.
- Customers included Swisscom, Interactive Intelligence (Genesys), American Express, CVS, GoDaddy, NTT, Rackspace, and other enterprise, government, and service provider accounts.
- Increased bookings to over \$2.5 million per year.
- Backed by US Venture Partners, Hummer Winblad Venture Partners, Longworth Venture Partners, plus strategic and private investors.
- Raised over \$11 million in Series C and bridge rounds from new and existing investors.
- Launched IO Visor (eBPF) open source project to create programmable IO services within the Linux kernel for networking, analytics, and security. Active members and contributors included AT&T, Broadcom, Canonical, Cavium, Cisco, Facebook, Huawei, Intel, Netflix, and VMware.
- Prompted by interest from multiple parties, ran process to determine best possible outcome for investors. With multiple bids, acquired by VMware.

QUORUM - San Jose **Chief Executive Officer** September 2010–November 2013

- Start-up company delivering one-click backup, recovery and continuity solutions for the mid-market. Protecting thousands of Windows and Linux servers for hundreds of customers.
- Increased bookings tenfold over three years, to a run-rate approaching \$10 million.
- Business model extended from appliance delivery to hybrid cloud and software-as-a-service. Annualized recurring revenues approaching \$2 million, growing rapidly with sub-1% churn.
- Raised a total of \$21.6 million in Series B and C rounds from new and existing investors.
- Hired leadership team, including vice presidents of sales, marketing, and engineering, as well as director of support. Doubled team while upgrading talent in key positions.
- Cultivated dozens of partners, generating more than half of revenue from indirect channels.

- Added inside sales, lead development, and marketing automation, to double pipeline while reducing payback time of customer acquisition costs from 32 months to 14 months.
- Emphasized advocacy marketing, drawing on broad customer satisfaction to develop new prospects and close new deals. About one in four customers posted positive reviews about their product and support experiences in venues like Spiceworks.
- Increased company visibility with coverage in the *Wall Street Journal*, *Forbes*, and *Bloomberg Businessweek*, as well as numerous trade blogs and publications.

VIOLIN MEMORY – Santa Clara **Board Member** April 2010–Present

- Scalable flash memory arrays for unprecedented high-performance enterprise storage.
- Initial public offering on September 26, 2013 NYSE: VMEM

BELAIR NETWORKS – Kanata, Ontario **Board Member** March 2010–March 2012

- Worldwide market leader in service provider wireless LAN.
- Acquired by Ericsson.

CISCO - San Jose December 1997–November 2009

General Manager, Services and Mobility Business Unit December 2001–November 2009

- Responsible for revenue and profitability for Cisco mobile internet products. Led several hundred engineers, product managers, and business development professionals.
- Grew mobile internet business from near-zero to over \$290 million annual bookings, with 75% gross margins, and contribution margin (proxy P&L) over \$115 million. Among top growth generators for the company.
- Created the Cisco Mobile Exchange framework, allowing mobile operators to offer advanced data services. More than 1,400 systems installed, in nearly 100 operator networks.
- Cultivated AT&T Wireless as flagship customer, with every Apple iPhone in the U.S. connecting through Cisco mobile gateway products. Also supported massive text message voting for American Idol.
- Served global clientele including Sprint, Verizon Wireless, Rogers, France Telecom/Orange, T-Mobile, Turkcell, KDDI, and China Telecom.
- Partnered with Alcatel, Lucent, Motorola, and Siemens to create best-of-class solutions for mobile operators. Eased competitive tension through customer contact, interoperability, and personal relationships.
- Turned around service provider voice-over-IP business, transforming over \$100 million annual loss into profitability through 40% Y/Y increase in bookings, along with expense reductions and quality improvement.
- Served as company executive spokesperson for the mobile internet and service provider business.

Vice President, Service Provider Marketing December 1997–May 2001

- Established offerings for carriers and service providers, including broadband internet access, IP and optical integration, content hosting, virtual private networks, voice over IP, and bandwidth trading.
- Created the “New World” campaign emphasizing Cisco packet strengths versus circuit competitors.
- Led business accelerator programs and distributed \$20 million annually in co-op marketing funds.
- Produced ground-breaking industry events, including the NetAid benefit concert, which set a world record for simultaneous streams, and the *Titan AE* premiere, the first ever debut of a Hollywood movie over the internet.
- Helped grow service provider revenues five-fold, to more than \$2.5 billion per quarter.
- Assembled world-class team of more than two hundred experts; including business development, solution managers, technical marketing, marcom, web publishing, press and analyst relations.

IPSILON – Sunnyvale **Vice President, Product Management** March 1996–December 1997

- Promoted IP switching, precursor to Multiprotocol Label Switching (MPLS) and Software Defined Networks (SDN).

- Introduced Unix/Intel routing platform, foundation for Nokia mobile gateway and Check Point firewall appliance.
- Directed product line strategy and led team responsible for all product management and marketing, technical marketing, web site development, and information systems.
- Acquired by Nokia.

CISCO – San Jose **Director, Product Marketing** (last title) March 1991–March 1996

- Launched CiscoFusion architecture for the Catalyst Ethernet switch, which grew to over 60% market share.
- Led product management and marketing for high-end router product line, including Cisco 7500, which generated more than \$3 billion in revenue and recognized among the “most important networking product(s) of the decade” (*Network Computing*).
- Established successful ATM switch and router interface product lines through development and acquisition, generating more than \$250 million in revenue.
- With one other engineer, provided all technical marketing for entire Cisco product line, including product demonstrations, tests and benchmarking, competitive analysis, and field engineer training.

BELLCORE (now Ericsson) – Red Bank, NJ **Member of Technical Staff** May 1986–March 1991

- Investigated Switched Multi-megabit Data Service (SMDS), Fiber Distributed Data Interface (FDDI), Intelligent Network services, videotex, encryption key management, and 900/976 numbers.

Selected Writings and Speeches

- [NetworkWorld Blog on Open Source Networking](#)
- SDx Central, [PCI Compliance in OpenStack Clouds With SDN](#), October 2015
- TMCnet, [The Contronym of Software-Defined Networking](#), August 2015
- World Conference on Disaster Management (Toronto), [Preparing for Disaster: Using the Cloud...](#), June 2013
- [Cisco Blog on Mobility](#)
- Duke University Master of Engineering Management guest lecture, Building the Mobile Internet, April 2009
- GSMA Mobile World Congress (Barcelona), Backhaul Challenge: The step change in backhaul demand that accompanies LTE, February 2009
- [Network+Interop](#) (Las Vegas) keynote, [The New World at Your Service](#), May 2000

Professional Affiliations

Association for Computing Machinery (ACM)
Institute of Electrical and Electronics Engineers (IEEE)
Society of Women Engineers (SWE)

Education

STANFORD UNIVERSITY – Palo Alto, CA • **Master of Science (MS) in Operations Research**
DUKE UNIVERSITY – Durham, NC • **Bachelor of Science (BS) in Electrical Engineering**