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SUMMARY

John Blair is a managing director at Berkeley Research Group, specializing in information technology, financial services, intellectual property, and antitrust matters. His practice and research interests focus on the intersection between IT innovation, IP valuation, and business strategy and analysis.

Mr. Blair has deep experience in the development of IP valuation methodologies and models in high-technology markets, in particular software and hardware technologies relating to networking, enterprise software, and consumer and business electronics.

Prior to joining BRG, Mr. Blair was a consultant and director for LECG. From 1999 to 2004, he was a cofounder of Kenamea, an infrastructure software company where he was chairman and chief technology officer. Kenamea was the pioneer company that opened the commercial use of event-driven Web communications to transform user experience and productivity, now standardized as Web 2.0. He previously served as a partner at Regis McKenna Inc., and at Booz Allen and Hamilton in their information technology practice groups. Additionally, he has been a consultant and strategic advisor to government agencies and executive management at some of the world's largest technology firms, including IBM, Apple, Adobe, and Oracle.

Prior to coming to the United States, John cofounded Hypertec Pty. Ltd., one of Australia's most successful computer product design and manufacturing firms, and led the engineering team that developed and brought to market the Dulmont Magnum, the world's first 16-bit laptop computer.

John has a B.S. in electrical engineering (magna cum laude) from the University of New South Wales and an MBA from Stanford University.

CURRENT POSITIONS

Managing Director, Berkeley Research Group, LLC

Board of Directors, Pure Depth, Inc.

Board of Advisors, Ross/Vogel LLC

Chairman, OUTSHOUTS, Inc.

PROFESSIONAL BACKGROUND

2010– Berkeley Research Group, LLC Emeryville, CA

Director

BRG provides economic and strategy consulting services around intellectual property, antitrust, competition, and other areas at the intersection of economics and the law. Within BRG, Mr. Blair focuses on intellectual property, antitrust, marketing, and high technology issues, and has been involved in such projects as:

- Valuation of IP in a patent infringement suit regarding consumer and enterprise devices in the wireless networking space
- Valuation of IP in a trademark infringement suit between a major Internet search provider and a trademark holder
- Antitrust litigation between U.S. Department of Justice and a major enterprise software provider
- Antitrust litigation involving a non-profit modern art organization
- Valuation of IP in a misappropriation of trade secret action between two semiconductor foundries
- Valuation of IP in a misappropriation of trade secret action between a memory controller technology company and a NAND flash memory manufacturer
- Patent litigation between DRAM technology provider and manufacturers
- Valuation of IP in patent infringement litigation between an essential patent holder in DSL communications and a leading DSL equipment provider

2004–2010 LECG Emeryville, CA

Principal

LECG provided economic and strategy consulting services around intellectual property, antitrust, competition and other areas at the intersection of economics and the law. Mr. Blair's focus with LECG was similar to that at BRG.

1999–2004 Kenamea Inc. San Francisco, CA

Founder, President and CEO (1999–2002)

Chairman and CTO (2002–2004)

Chairman (2004–2008)

Conceived Kenamea to address the emerging market in network infrastructure software for distributed applications. Cofounded the company in December 1999 with Bob Pasker (formerly chief architect at WebLogic)

- Software to provide a high-level network abstraction layer for Internet distributed (now called Web Services) applications
- Software provided a server complement to a DHTML library that provided an asynchronous UI service framework for Web applications; such libraries are now semi-standardized and referred to as "AJAX frameworks"

- This class of server software—now referred to variously as Enterprise Services Bus, Web Services Network, AJAX server infrastructure, or Web Messaging—is critical to the development of robust, scalable, and high-performance Web 2.0 applications

Served as president and CEO through December 2001, during which time Kenamea:

- Successfully raised three funding rounds in December 1999, June 2000, and June 2001 from private and institutional investors.
- Released the first Web messaging switch, delivering universal real-time, auditable interaction and aggregation among enterprise server elements, Web services, and user devices. Kenamea handled all aspects of connection management, transactional delivery, and security, and operated over any combination of public or private networks without complex installation or IS setup.
- Established growing customer base and deployed applications in financial services. Winner of an InfoWorld Technology of the Year Award in 2001.

Served as chairman and CTO from January 2002 through 2004, during which time Kenamea:

- Conceived, developed, and released the industry's first Web Composite Application Suite in 2002. The CAS built on the Web messaging switch with combined server and browser frameworks to bring rich-client productivity to Web applications for the first time—real-time interactivity, direct access to back-end systems, and asynchronous UI.
- Delivered over 20 enterprise customers, including a major distribution relationship in Japan.
- Positioned Kenamea as a leader in the emerging ESB/Composite Applications space with analysts, press, and customers.

1996–1999 Helicon San Francisco, CA

Principal

Consulting services in technology, business, and engineering strategy with a focus on data communications and software

- Sole outside member of a CEO-appointed business strategy reassessment taskforce for a Fortune 50 computer systems vendor
- Developed business plan leading to major venture capital financing round for a leading Java server startup company
- Developed initial marketing and business development strategy for web involvement services venture
- Developed enterprise new market entry plan for a major established software company

1992–1996 The McKenna Group Palo Alto, CA
Partner

Provided consulting services in technology, business, and engineering strategy with focus on data communications and software

Led multiple studies for clients in software, networking equipment, and communications services, including:

- Developed an Internet- and component- exploitative product and distribution strategy for a major software vendor
- Market entry and product plan for a major vendor of advanced voice and data communications services
- Operating system business strategy for a leading PC operating system vendor

1989–1992 Booz Allen & Hamilton Inc. San Francisco, CA
Senior Associate, Engineering and Manufacturing Group

Analyzed market feasibility and entry strategy in wireless data communications for a telecommunications carrier. The work developed an initial business plan based on analyses of competitive technologies, projected technical and market trends in wireless data, and an assessment of alternative entry strategies.

- System design assessment for a wireless data communications equipment vendor.
- Designed functional specifications for major system elements, based on market and technical requirements

1980–1987 Hypertec Pty Ltd. Sydney, Australia
Founder, Vice President, Research and Development

Hypertec is a computer product design and manufacturing firm. It successfully raised three rounds of venture capital equity investment and attracted ongoing federal government funding for research and development. Hypertec is now established as a major player in the Australian PC marketplace, with dominant share in the majority of its market segments.

- One of three founders of firm.
- As vice president of R&D, managed hardware and software engineering team, reporting directly to CEO and Board of Directors
- Directed a nine-member team during a two-year R&D effort that specified, designed, implemented, and brought to market a complete portable microcomputer system
- Software development in C and assembler for Unix and the PC
- Digital hardware design for Intel and Motorola microprocessor-based systems

EDUCATION AND RESEARCH

1989 Northeast Asia Forum for International Policy Stanford University

Graduate Research

The Northeast Asia–U.S. Forum on International Policy is a research group within Stanford University's Institute for International Studies, focusing on contemporary economic, technological, and strategic issues between the United States and Asia.

- Recipient of grant to research and prepare for publication a study on the strategic relationships between the computer, consumer electronics and semiconductor industries, with particular reference to high definition television (HDTV).

1987–1989 Stanford Graduate School of Business Stanford, CA

Master of Business Administration, 1989

1976–1978 University of New South Wales Sydney, Australia

Bachelor of Engineering (Electrical) awarded with First-Class Honors

Concurrently with engineering studies, fulfilled all requirements for degree in computer science

1973–1975 Australian National University Canberra, Australia

Bachelor of Science

MONOGRAPHS AND JOURNAL AND CONFERENCE PAPERS

- Blair, J.A. (2003). "Grid Application Development." *EAI Journal Magazine*. June.
- Blair, J.A. (1996). *The Broadcasting Industry and the Web - An Analysis of the Business and Product Issues*. Discussion paper at the National Association of Broadcasters Future Visions Conference, Monterey. March.
- Blair, J.A. (1995). *Strategic Alliances for Accelerated Product Development and Market Acceptance*. Discussion paper at the Conference on Building and Managing Strategic Alliances in the IT Industry. Institute for International Research, San Francisco. August.
- Blair, J.A. (1991). *Proprietary Technology and Industrial Structure - The Semiconductor, Computer and Consumer Electronics Industries*. A special report of the Northeast Asia Forum for International Policy, Stanford University. Spring.
- Blair, J.A. (1991). *An Analysis of the ACE and Apple-IBM Alliances*. Discussion paper at a workshop on U.S.–Japan Technology Links in the Semiconductor Industry. Stanford University. September.

- Hellestrand, G.R., J.A. Blair, T.S. Ng, J.R. Torossian, and F.N. Yong. (1983). Computer Aided Design for VLSI Digital Logic. IREE Conf. on CIS, Adelaide. May.
- Hellestrand, G.R., J.A. Blair, and J.R. Torossian. (1982). A Computer Hardware Description Language Directed CAD System. Post CHDL Conference Publication, North Holland.
- Blair, J.A., G.R. Hellestrand, and J.R. Torossian. (1981). *Design Database for a CHDL Directed CAD system*. Accepted to 5th Intl. Conf. on Computer Hardware Description Languages and their Applications, Kaiserslautern University, FDR. September.

REPORTS

- Hellestrand, G.R., and J.A. Blair. (1981). Hierarchical, Directed Graph, Design and Simulation System. Internal Report. Dept. Computer Science, UNSW.
- Hellestrand, G.R., and J.A. Blair. (1981). Methodologies in Software Engineering. Report prepared for Racal Pty Ltd.
- Blair, J.A., J.R. Torossian, and G.R. Hellestrand. (1979). Hardware Digital Simulator, Report. Dept. Computer Science, UNSW.