

DAVID R. COX
BERKELEY RESEARCH GROUP, LLC
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EDUCATION

- MBA Stanford University, Graduate School of Business, 1996
General Management/entrepreneurial studies
- B.S. University of Texas at Austin, 1991
Electrical and Computer Engineering, highest honors (summa)
Focus areas: semiconductor devices and fabrication; RF systems design
- The University of Sydney, Wesley College
Philosophy/literature studies

PRESENT EMPLOYMENT

Managing Director

David Cox is an expert in the field of corporate strategy and organizational transformation. He has more than 20 years of experience in both operating positions and consulting roles that span a variety of industries, with a heavy focus on TMT and natural resources. His focus on the intersection of strategy and organization recognizes the necessity for organizational cultures and systems to be aligned with a company's mission, vision, and strategies—and for the values of an organization to be expressed and reinforced by concrete actions and behaviors.

David's leadership experience includes nearly two decades serving in roles such as president and CEO, general manager, and general partner. His operating experience has focused intently on high-tech markets, and especially on mobile Internet, telecommunications, and infrastructure software. His consulting experience spans sectors including semiconductors, internet services, telecommunications, venture capital and private equity, consumer goods, energy, and mining and natural resources.

David's practice areas include corporate and business unit strategy, vision and mission clarification, growth and new-market entry strategies, and the implementation of effective performance management systems. In addition to those areas, David's functional expertise includes process-driven organizational change and operational improvement, and the design and execution of effective project management offices. David also has experience with executive coaching and mentoring, as well as facilitating team trainings and other group sessions focused on problem solving and strategy development.

PREVIOUS POSITIONS

DAVOS, LLC, 2002–2014

Principal and founder

Founded this advisory firm to provide strategy, organization, and operations consulting to public and private corporations, professional service firms, and venture capital/private equity firms. Examples of client projects, typically provided on a long-term contractual basis to various firms, include:

- **McKinsey & Company, 2011–2013**

Implementation leader/expert

Served core clients of the firm by helping build their execution processes and capabilities, with a focus on designing and implementing performance management systems (including staff training and executive mentoring). Simultaneously participated in the launch the U.S.-based arm of McKinsey Implementation in mid-2011 as the inaugural member of its full-time consulting team.

- **PRTM Consulting (now a subsidiary of PWC), 2010–2011**

Principal

Served as chief of staff for the SVP of Global Services at a telecom equipment vendor during the restructuring and rationalization of its services and support division. Led a cross-functional team to overhaul non-standard pricing strategies and processes for a global IP network infrastructure provider.

- **Culture ROI, 2009**

General partner

Redesigned strategic focus of this boutique consulting firm, which was experienced at transforming the culture and leadership capabilities of public and private entities in order to improve bottom-line results. Co-created long-term initiatives to drive performance improvements by zero-based budgeting, candid strategic planning, and sales team transformation. Completed intensive four-month Leadership Academy and became a Certified Trainer with high marks; developed skills to deliver core training modules and coach executive leaders.

Symmetricom, Inc., 2006–2008

EVP and general manager, QoE Division

VP of Corporate Development/M&A

Established and built a new business unit for this leading global manufacturer of atomic clocks and telecom timing solutions. Led a 40-person division that provided software to monitor the perceptual quality of digital video streams, after defining and implementing a Board-approved M&A strategy—including the acquisition and integration of multiple private technology companies from Europe and Asia. Overhauled the corporate vision, mission, and strategy, and shifted the company-wide focus onto discontinuities created by the emergence of NGNs, and in particular requirements to support the “tsunami” of IP-based video services.

BlueKite, Inc., 1997–2002

President and CEO, co-founder

Co-founded this mobile Internet software company, whose market-leading platform optimized the delivery of rich content, Web-based applications over digital mobile networks. Grew staff to 130+ and supervised all areas of operation including sales, marketing, finance, legal, research and development, business development, and human resources. Raised over \$50 million in venture backing over three rounds of funding, and achieved a \$250 million+ valuation after executing multimillion-dollar sales contracts with global telecoms. Managed office locations in San Francisco and Irvine, California, as well as London, Paris, Copenhagen, and Amsterdam.

2M Invest, 1995–1997

Venture partner

Achieved an IRR greater than 50 percent after investing and serving on Board of Directors for Enable Semiconductor, facilitating its sale to Lucent Technologies within two years. Served as president and CEO of Radiomail Corporation and streamlined its operations, reducing cash burn by 50 percent and securing ongoing funding during its reorganization. Contributed to other portfolio companies' strategy and business development efforts, and performed due diligence for potential investments for this Copenhagen-based venture capital firm.

McKinsey & Company, 1991–1994

Business analyst

Constructed a rapid growth strategy, including \$1 billion in M&A options. Led a team of senior executives at a multinational energy and natural resources company to evaluate more than \$100 million in asset purchase opportunities. Served on McKinsey's inaugural project in Thailand while on temporary transfer to the firm's Hong Kong office.

PROFESSIONAL AWARDS, RECOGNITION, AND PRIZES

2008	"Best in Test" Award, Test & Measurement World Magazine (Symmetricom)
2000	Product of the Year, Computer Telephony Magazine (BlueKite, Inc.)
1991	BSEE with Highest Honors (summa cum laude)
1987–91	Engineering and Co-Op Scholar Awards
1985	National Merit Scholar

BUSINESS AND NOT-FOR-PROFIT AFFILIATIONS

Stanford Graduate School of Business, Candidate interviewer
Covenant House California (non-profit), Board of Directors (former)
New Door Ventures (non-profit), Board of Directors (former)

LEADERSHIP EXPERIENCE

Executive VP and General Manager at Symmetricom (NASDAQ: SYMM)
President and CEO of BlueKite, Inc.
Venture Partner at 2M Invest, Inc.
President, Beta Upsilon Chi fraternity (UT Austin)
Private, IFR-rated pilot since 1997

SELECTED PROJECTS

1. *Global semiconductor manufacturer.* Served the Board of Directors and executive office of Silicon Valley firm in the formulation and communication of its corporate strategy and long-term vision for the company. Utilized market research and internal data and interviews to evaluate layered NPV analyses of various options, and constructed strategic storylines for communication with the Board. Participated as a virtual senior staff member in review meetings and strategy formulation sessions.
2. *Search technology startup company.* Fulfilled role of interim president and CEO of a mobile search technology company that was developing a semantic search software platform for mobile applications; raised multiple rounds of funding and restructured overseas operations (Norway and Russia).
3. *Private equity firms.* Provided strategic and technical advisory services to a West Coast private equity firm that held over US\$1 billion in wireless tower equities. Conducted due diligence services for venture capital and private equity firms in support of potential software/Internet investments.
4. *Natural resource developers.* Designed performance management systems across sites in North America and Australia, which included conducting training on performance dialogues, facilitating training and problem-solving workshops, and providing long-term mentoring to leaders ranging from senior executives to frontline supervisors. Implemented cascaded KPIs and created simple tracking systems and tools to support ongoing execution by client staff.

5. *PMO design and leadership.* Created, launched, and managed the PMO for a multibillion-dollar, ten-year effort within the public sector (part of the NY Governor's office) dedicated to restoring areas damaged by Superstorm Sandy; assisted in designing a new 40-person organization, choosing and implementing various systems and tools, and creating reporting and tracking mechanisms. Also served as director of the Program Management Office for one of the world's largest private companies in the launch of a five-year shared services initiative—including the mapping and redesign of business processes in IT/Finance/HR/Purchasing, and implementing management systems to track global efforts.

6. *Public-sector leadership.* Served on Board of Directors for non-profit agencies including Covenant House California, New Door Ventures, and MBAid; co-founded the latter organization while in graduate school at Stanford University.