

LARRY LANG

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

More than twenty years experience in product development, marketing and sales, with engineering background. Strong communication skills; adept at translating highly technical information into clear value propositions, and connecting engineering with sales teams to roll out successful new products, gain market share and achieve multi-million dollar revenues. Extensive global business and technical marketing experience. Areas of expertise include:

- Mobile Internet
- Carriers/Service Providers
- Enterprise Networks
- Voice over IP
- Start-ups and Early Stage
- Divisional General Management
- Engineering Delivery and Quality
- Budgeting and Cost Reduction
- Customer Relationships
- Executive Spokesperson
- Product Management/Marketing
- Business Partnerships

Professional Experience

BELAIR NETWORKS – Kanata, Ontario **Board Member** **March 2010–Present**
• Worldwide market leader in service provider wireless LAN.

VIOLIN MEMORY - San Jose, CA **Board Member** **April 2010–Present**
• Scalable flash memory arrays for unprecedented high-performance enterprise storage.

CISCO SYSTEMS - San Jose, CA **December 1997–November 2009**
Vice President and General Manager, Services and Mobility Business Unit [December 2001–November 2009]

- Led several hundred engineers, product managers, and business development professionals. Responsible for revenue and profitability for Cisco mobile internet products.
- 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 have been 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 offshoring.
- Improved stability of softswitch product, to support “five nines” primary-line dial tone for over ten million subscribers. Recognized among top five Cisco products for quality.
- Devised strategy, budgeted and allocated resources across portfolio, oversaw product roadmaps and delivery, and hired team leaders to achieve goals.
- 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 2.4 million 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.

Professional Experience (continued)

IPSILON NETWORKS (acquired by Nokia) – Sunnyvale, CA

March 1996–December 1997

Vice President, Product Management

- Promoted IP switching, which became Multiprotocol Label Switching (MPLS) for large-scale networks.
- Introduced Unix/Intel routing platform, foundation for Check Point firewall appliance and Nokia mobile gateway.
- Directed product line strategy and led team responsible for all product management and marketing, technical marketing, web site development, and information systems.

CISCO SYSTEMS – San Jose, CA

March 1991–March 1996

Director, Product Marketing

[January 1995–March 1996]

- Launched CiscoFusion architecture for the Catalyst Ethernet switch, which grew to over 60% market share.
- Established successful ATM switch product line through development and acquisition.

Product Line Manager

[April 1994–January 1995]

- Led product management and marketing for high-end router product line.
- Determined requirements for Cisco 7500 router product, which generated more than \$3 billion in revenue and was recognized as “the third most important networking product of the decade” (*Network Computing*).

Product Manager and Product Marketing Engineer

[March 1991–April 1994]

- Determined requirements for first ATM router interface and guided product development, generating more than \$250 million in revenue.
- Partnered with one other engineer to provide technical marketing for all Cisco products, including product demonstrations, tests and benchmarking, competitive analysis, and field engineer training.

BELLCORE (now Telcordia) – Red Bank, NJ

May 1986–March 1991

Member of Technical Staff

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

Selected Speeches, Interviews, and Articles

[Cisco Blog on Mobility](#) (search author “Larry Lang”)

Duke University Master of Engineering Management Program – Durham, NC • April 2009

[Building the Mobile Internet](#) (guest lecture, podcast)

Dow Jones Wireless Innovation – Redwood City, CA • March 2009

[Beyond Apps: Opportunities in the Network & Enterprise](#) (panelist)

GSMA Mobile World Congress – Barcelona • February 2009

[Backhaul Challenge: The step change in backhaul demand that accompanies LTE](#) (panelist)

NGMN Industry Conference – Frankfurt • June 2008

[Service Delivery in Next Generation Mobile Networks](#)

NXTcomm – Chicago • June 2007

[IMS Mind Bender](#) (panelist, quote at bottom)

Unstrung – [Video Interview](#) • May 2006

Wireless Review – [Challenge and opportunity: Mobile data security](#) • May 2006

Telephony – [Interview](#) • Oct 2004

[Networld+Interop](#) – Las Vegas • May 2000

[The New World at Your Service](#) (keynote)

Professional Affiliations

Institute of Electrical and Electronics Engineers (IEEE)

Society of Women Engineers (SWE)

Association for Computing Machinery (ACM)

American Marketing Association (AMA)

Education

STANFORD UNIVERSITY – Palo Alto, CA • **Master of Science (MS) in Operations Research**

DUKE UNIVERSITY – Durham, NC • **Bachelor of Science (BS) in Electrical Engineering**