

# Resume of Howard L. Spielman

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## Professional Summary

My professional background includes a variety of executive, management, leadership, and strategic roles to achieve challenging technical objectives. I have had many hands-on roles involving architecture, analysis & design, development, deployment, and 7x24 production operations. My combination of technical depth and breadth is rare. Coupled with excellent written and verbal communication skills, this enables me to clarify and convey corporate goals and direction to both technical and non-technical staff.

I am a favored manager of those with the skill, drive, intellect, and ability to pursue long-term goals through a series of focused short-term achievements. For such a team I provide guidance, mentoring, professional growth, and a fulfilling career path. I seek a technology leadership position that offers both significant challenges and rewards.

## Experience

May 2008 - Nov 2009

VideoJax, Inc. - Chief Technology Officer  
San Francisco, CA  
15 employees - \$0MM annual revenue

*Company Profile: VideoJax provides a game platform used for promotional and syndication purposes. Leveraging public and partner-regulated video content on the web, VideoJax built an addictive quiz game and added a layer of professional content editing to deliver a highly engaging game for a diverse audience.*

Eighteen months with a tiny startup gave me the opportunity simultaneously to exercise my executive skills and return to my developer roots. In addition to my typical responsibilities of team, product, vendor and operations management, I also performed a good deal of hands-on development (Flash Actionscript-3, SQL, and Java), database optimization and design (MySQL), plus reporting and analytics (in-house DB plus MS Excel, Google Analytics, and Quantcast).

I led a small team moving at a very rapid pace to achieve a number of difficult company goals. This started with my full evaluation of existing technologies and applications in place at the time I joined, including identification and prioritization of many key product, security, and operations problems. Our achievements include the following:

- Added **syndication** capabilities to our flagship trivia quiz game and content management system. Delivered our game to a variety of partner sites, each requiring customized content selection and look & feel.
- Moved **production operations** from dedicated co-lo with long-term contract obligations to **Amazon EC2** on-demand cloud services, reducing associated operating costs by 85%.
- Implemented a full suite of **self-service analytics** for marketing & management, clarifying for the first time what key business metrics should be and how to derive them.
- Introduced Java REST API services for Flash clients, replacing state-based RPC.
- Completely overhauled Flash client technology to **Actionscript 3**, greatly improving reliability and responsiveness to game-players. This implementation integrated our game with YouTube and Hulu APIs/players. We also developed an in-house video player for download & streaming video that conformed to YouTube APIs.

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- Completed a **turn-based multi-player** game, providing synchronization of game board and video views to two players.
- Developed various Flash-based **interactive ad units** (including a single question video quiz) to drive traffic to our game and meet the analytics & reporting needs of VideoJax and partners. These ad units were delivered over 1MM times each day.

May 2002 - May 2008

Ecast, Inc. - Chief Technology Officer (2006-2008)  
Senior VP of Development & Engineering (2002-2005)  
San Francisco, CA  
100 employees - \$20MM annual revenue

*Company Profile: Ecast is the largest broadband touch-screen media network in the United States, providing digital music to over 10,000 bars and nightclubs across the country. Utilizing the speed and scalability of broadband, Ecast delivers music, advertising and other forms of entertainment to the young adults most responsible for affecting purchasing decisions and consumer trends. Ecast is changing the way people listen to music in public places and revolutionizing out-of-home advertising.*

My team developed and launched several software product lines to deliver digitally encoded *pay-for-play* music, video, and advertising content via the Internet to Ecast's broadband connected devices at commercial locations. We implemented and operated several back-end systems for content acquisition and management, CRM, business intelligence, and network operations. Key technologies used in consumer applications were Windows XP/Embedded, C++, Flash and Flex, SQL, and XML. Key Data Center and back-end services utilized Apache, Tomcat, Java, MS SQL, PHP.

As CTO I was responsible for the architecture of applications and networks. In addition, through a dedicated R&D group, my team identified and tested developing technologies to be incorporated into products. I also was responsible for identifying patent opportunities, and am listed as an inventor on nine patent applications now filed in the US. I managed a team of 30 engineers. Their duties encompassed software development, QA, project management, release management, support engineering, and production operations.

For production network operations I set service level targets and measured our performance against them. My team delivered substantial improvements in performance, capacity, and service availability in our Data Centers, while reducing all operating costs. We used growth & capacity models, as well as real-time data visualization tools, to track service and bandwidth capacity needs. This allowed us to manage growth through routine hardware upgrades when possible, and by investing in major architectural improvements when required to take our operations to a higher level. Content delivery was optimized for price/performance by using Akamai CDN services for most popular content and serving long-tail content from our co-lo. In 2007, we achieved 99.99% availability on our key consumer and web services.

During my tenure the overall business and network grew from a fragile infrastructure that serviced only 400 connected units to a robust one consisting of 10,000 "always on" digital entertainment devices. Data processing and most other network services were upgraded from nightly batch processing to real-time handling of consumer transactions. These services supported a variety of methods for the selection and acquisition of content and rich media for display in real-time.

2001 - 2002

Independent Consultant

As an independent consultant, I advised several companies regarding engineering process, object-oriented software design, system architecture, and technology operations. Clients included Charles Schwab (PTI subsidiary in Raleigh, NC), Netcentives (San Francisco, CA), and Cataloga (London, UK). Advisory duties included defining security architecture for a web-

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based portfolio management system, introducing new technologies to existing product lines, and analyzing technical processes and departmental structures.

1997 - 2001

**Viant - Director**

San Francisco, CA  
1,000 employees, \$2B Market Cap

*Company Profile: Viant Inc. was an Internet consulting firm, founded by Eric Greenberg in April 1996 as Silicon Valley Internet Partners, that became one of the most prominent and successful web consulting firms during the rise of the Internet era. It was one of the first consulting firms to integrate the disparate disciplines of strategy, creative and technology into a single value proposition and project approach. Such a blended multi-disciplinary approach has since become common. The company went public in June 1999.*

I held a variety of positions, including co-leader of Viant's Knowledge Management group, leader of Viant's internal applications group, Technical Lead, and Technical Architect.

For the majority of my time, however, I served as the head of the Technology Center, reporting to the CTO. This role included elements of R&D, publication, vendor relations, and sales. I was responsible for the management of Viant's strategic technical partnerships, for evaluation of new products and tools, for overseeing the technical quality of client projects, for articulating Viant's technical methodology, and for advancing the overall level of technical expertise among Viant's staff. The role required extensive travel to Viant's offices in the US and Europe to build up the company's technical community and increase awareness of current research in technology. As I travelled, I participated in high profile sales efforts.

At all times I participated in many facets of growing Viant's business from 50 to over 1,000 employees, with activities including business development, recruiting, training, mentoring, advising on compensation, and leading Viant's Employee Advocacy program. I was also a member of the CEO's Leadership Team.

1992 - 1997

**Bankers Trust - Vice President**

New York, NY  
13,000 employees, \$600MM net profit (1994)

*Company Profile: Bankers Trust was an American banking organization that was acquired by Deutsche Bank in 1998. Under the management of Charles Sanford, BT became a leader in the nascent derivatives business in the early 1990s. Having de-emphasized traditional loans in favor of trading, the bank became an acknowledged leader in risk management.*

I was a Software Development and Operations Manager, and the Lead Architect in charge of the Infrastructure Group for LS2 - a commercial lending system for origination, sales, and servicing of syndicated loans, developed jointly by IBM and BT. I was responsible for the technical architecture, and its ability to meet requirements for availability, security, performance and scalability. I was in charge of the development, roll-out, and operations support of all system services beyond the end-user application, including client-server communications, database access, programmatic generation of e-mail, security and encryption, faxing, batch processing, operations utilities, strategies for distributed processing, fault tolerance, high system availability, and disaster recovery. My team consisted of 15 people, including full-time employees and contractors.

I architected and lead the development of all C/C++ components, which operated in a variety of environments where all of the following could differ: operating system, file server platform, e-mail server, and communications protocol. I designed, and my team delivered, several complex financial models for interest and fees accruals for loans, calculation of

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portfolio positions, and fee amortization. Other facets of this job included assisting IBM's customer support group and the LS2 clients by making presentations on technical and operational issues. At all times, I stressed open discussion, job satisfaction, continued growth and education, and achievement for all team members.

**1988 - 1992**

**Teknekron Customer Info Solutions - Senior Engineer**  
Berkeley, CA

I was a Technical Team Leader for full life cycle of development and delivery of several client-server image capture and transmission/distribution systems. Client platforms included DOS, Windows 3.1, and UNIX OSF/Motif. The server platform was a Tandem with a SQL database. Systems were built for California Franchise Tax Board and several rail and trucking firms (such as Watkins Motor Lines, ATSF Railroad). These systems combined form scanning, transmission, and OCR to optimize workflow and replace paper-based processing with images.

*Through 1988*

**Freyberg Associates / Logica - Senior Engineer**  
**Zeta Gen Consulting, Inc. - Consultant**  
New York, San Francisco

First as a Logica employee, and later running my own consulting practice, I provided programming, architecture, team leadership, application design, system management, and support services to major US and European banks. Clients included Bank of America, NCNB, Lloyds Bank International, Chase Manhattan, Citibank, and Wells Fargo. I specialized in domestic and international financial wire transfer systems and protocols (Federal Reserve, CHIPS, SWIFT), as well as end-user systems for transaction management and cash balance & risk control. Applications ran on DEC, Tandem, and Stratus minicomputers.

## Other Interests

I maintain a personal website that includes writing, music, photography, silk screening, and Flash applications (which lie at the intersection of my interests in art, technology, and data visualization). Flash projects include kaleidoscopic image viewers, sound mixers, arcade-style games, as well as real-time network monitors.

Between September 2001 and May 2003 I participated in five photography shows, including a solo show at the Berkeley Repertory Theater. In 2004 I was one of five photographers featured in a short documentary film by Andy Frazer on the subject of Night Photography.

I was a founding member of a non-profit neighborhood group dedicated to fundraising, improvements, and community outreach for the Upper Douglass Dog Park in San Francisco (fuddp.org). While now retired from the Steering Committee, I remain active in park activities and help maintain their web site.

Google me as "[Howie Spielman](#)"

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### Education

Brooklyn College  
B. A. Biology  
Honors: Dean's List, Summa cum Laude

### US Patent Applications

"Distributed Configuration of Entertainment Devices" - September 2004  
Inventor(s): Howard L. Spielman; Darren L. Clark  
USPTO Published Application # 20060059539

"Prioritized Content Download for an Entertainment Device" - October 2004  
Inventor(s): Howard L. Spielman; Darren L. Clark  
USPTO Published Application #20060074750

"Location-Based Historical Performance Information for Entertainment Devices" - March 2005  
Inventor(s): Darren L. Clark; Howard L. Spielman; and Robbie O. VANN-ADIBÉ  
USPTO Published Application #20060212507

"Advertising Content Tracking for an Entertainment Device" - October 2005  
Inventor(s): Darren L. Clark, Howard L. Spielman, Chris D. Scott and David S. Schmidt  
USPTO Published Application # 20070101365

"Distribution of Advertising Content for an Entertainment Device" - October 2005  
Inventor(s): Howard L. Spielman, Darren L. Clark  
USPTO Published Application #20070101361

"Interactive Entertainment Device" - October 2005  
Inventor(s): Howard L. Spielman; Darren L. Clark; Chris D. Scott; David S. Schmidt  
USPTO Published Application # 20070101362

"Consumer Portal" - February 2006  
Inventor(s): Darren L. Clark; Howard L. Spielman

"Personal Message Performance on an Entertainment Device" - April 2007  
Inventor(s): Howard L. Spielman;

"Multi-Region Interactive Display" - March 2009  
Inventor(s): Ken Feehan; David Schmidt; Howard L. Spielman;