

# Wayne G. Willis

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## Business/Professional/Education Summary

- 01 - Chairman, CyraCom International, Inc., Tucson, AZ
- 00- 01 CEO, Director; Ditto.com, Inc.; Venture Partner, ETF Group, Inc.
- 96- Principal, **Wilco, Inc.**, a consulting and holding company
- 91-95 President, Director; **Voice-Tel Enterprises**
- 77-90 Co-Founder, Senior Partner, COO; **Hyatt Legal Services**
- 76-77 Associate; **Brobeck, Phleger & Harrison**, a large San Francisco law firm
- 75-76 **Law Clerk** to Judge Alfred T. Goodwin; US Court of Appeals, Ninth Circuit
- 72-75 **Yale Law School**, J.D., honors graduate
- 72-74 **Yale Graduate School**, M.A.; honors graduate
- 69-72 Patrolman, Detective; **New Haven Police**
- 65-69 **Yale College**; BS, Administrative Sciences, Magna Cum Laude, Phi Beta Kappa

## Business Highlights

### **Wilco, Inc.** (96- present) *Principal*

Wilco is a consulting and holding company for a diverse set of activities including angel investment, consulting and board/ senior management involvements. In addition to evaluating and advising approximately two dozen service companies, representative projects included:

- **CyraCom International** is an Inc-500 winner and a language services company specializing in healthcare. Mr. Willis served as executive chairman for a year, recapitalized the company and recruited a new CEO.
- **FaxNet** is a venture-backed, fax service bureau launched in 1996. As vice-chairman, Mr. Willis joined the management team for 5 months in late 1999 to position the company for merger or sale. It was merged into Critical Path (NASDAQ: CPTH) in 12/99 for \$200m.
- **HealthScribe** is a venture-backed, internet-based medical transcription company leveraging low-cost offshore labor. Asked by the board in December '98 to provide interim strategic and financial leadership, Mr. Willis revised the business plan, recruited a permanent CEO and raised the next round of financing. Mr. Willis was asked to remain as Chairman.
- **Beacon Group** is an investment advisory partnership (now part of J.P. Morgan Chase) in New York managing an \$800 million fund, almost half of which is seeking active investments in technology, communications and medical service companies. Mr. Willis handled in-depth evaluations of several companies that appeared attractive as investments. His consulting was focused on corporate strategy, marketing/business development opportunities, deal structure, operational issues, organizational development and/or the evaluation of the product-markets involved.
- **Axonwave Technologies** is a VC-backed company developing natural language analysis software for the health care payor. Mr. Willis chairs the board.

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**Voice-Tel** (91-95) *President, Director*

Voice-Tel was a voice messaging service providing network services, international services and domestic voicemail services, as well as supporting over 100 franchisees in the US and Canada. The company and the franchise system were purchased by Premiere Technologies for \$216 million. Highlights of Willis' tenure:

- Invested in 1991, when company was five years old.
- As President, grew system sales from \$3 million to \$60 million during 4 year tenure. Increasing profits each year. President of network services company from start up to profitability. Director of international subsidiary during launch and expansion into adjacent country.
- Led strategic plan development and execution; during this period, Voice-Tel became the largest independent voice messaging service provider in the world.
- Recognition of Company during Willis' tenure:
  - Inc. 500 winner (1995)
  - Wetherhead 100 winner (Fastest Growing Ohio Companies), (1993, 1994, 1995)
  - Ernst & Young/Success Magazine, Franchise Gold 100 winner (1994, 1995)
  - Entrepreneur Magazine, Best Franchiser in Industry winner (1992, 1993, 1994)
- Acquired a competitor, integrating its management and operations into Voice-Tel.
- Recruited superior talent into Finance and, with them, raised over \$20 million.
- Recruited critical talent into Marketing and, with them, launched several successful marketing programs and initiatives. Grew from 28,000 subscribers to over 400,000.
- Recruited critical talent into Technical Operations and Development; oversaw transition to frame relay network and a complete overhaul of all information systems.

**Hyatt Legal Services** (77-90) *Co-founder; COO; Senior Partner; Director*

Hyatt Legal Services provided personal legal services to middle-class families and individuals.

- Co-founded firm in 1977 and led growth to become the second largest law firm in the US, with over \$100 million/year in revenues. Profitable growth.
- Built infrastructure for national rollout (MIS, Finance, HR, Legal Systems, Training, etc.).
- Served as COO, leading 200 offices with 1200 associates nationwide.
- Participated with other management and Bob Bass in an LBO of Block's interest in 1987.
- Created advanced service delivery system integrating the latest information technologies.
- Developed, in conjunction with Readers' Digest, The Legal Question and Answer Book and, in conjunction with MECA Software, "The Home Lawyer" software.
- Sold interest in 1990 at a multimillion dollar gain.