

O P T I C A L

R E S E A R C H

A S S O C I A T E S

George G. Bayz

Professional Experience

2009-Present	President & Chief Executive Officer, Optical Research Associates
1999-Present	Member of Optical Research Associates Board of Directors
2007-2008	President & Chief Executive Officer, PeoplePoint Systems, Inc.
2005-2006	General Manager and Executive Vice President, Artemis Int'l Solutions Corporation
1999-2004	President, Chief Executive Officer, and Board Member, Thinqe Systems
1997-1999	President & Chief Executive Officer and Board Member, MAI Systems Corporation (ASE: Now)
1995-1997	President & Chief Operating Officer and Board Member, MAI Systems Corporation (ASE: Now)
1994-1995	General Manager & Vice President of Sales & Marketing, MAI Systems Corporation (ASE: Now)
1992-1994	Senior Vice President, The Corum Group Ltd.
1989-1992	Director of Business Development, Ashton-Tate Corporation
1984-1989	Corporate Attorney, O'Melveny & Meyers
1978-1981	Founding Partner, Freeman, Bickle, Bayz & Mills
1976-1978	Certified Public Accountant, Coopers & Lybrand

Education and Achievements

1984	Admitted Member of the California Bar
1984	Juris Doctor, Loyola Law School, Loyola Marymount University
1981	Certified Public Accountant, California
1976	B.S., School of Business, Cum Laude, University of Southern California

President and Chief Executive Office and Chairman of the Board, PeoplePoint Systems, Inc. (2007-2008):

Founding CEO of a collective knowledge enterprise software company solving the problem of knowledge discovery in large, distributed information rich organizations

- To date customers include the Air Force Research Laboratory, the Defense Technical Information Center and the Office of Naval Research, encompassing 75,000 users
- Closed contracts totaling over \$2.0 million in the first year of operation
- Recruited initial development team and CTO

General Manager Americas and Executive Vice President, Artemis International Solutions Corp (2005-2006):

Recruited to Artemis, reporting to Paris based CEO, to revitalize and lead large, autonomous Americas business unit.

- Focused sales and marketing efforts from seven different markets to two – Strategic Asset Optimization (SAO) and the New Product Portfolio Management (NPD) segment of the PLM market
- Reorganized and aligned US sales, marketing, development and professional services organizations with go to market strategy in SAO and NPD thereby improving margins and productivity
- Directed formation of strategic relationships with consultants and thought leaders in the SAO and NPD markets to establish the company's credibility and build sales momentum
- In less than one year closed \$2M corporate license with leading US nuclear power generator in SAO market and \$800K NPD license with largest US disk drive manufacturer

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- Immediately stabilized demoralized US customer base, resulting in the renewal of over \$2.3M of at risk annual maintenance

President, Chief Executive Officer, and Board Member, Thinque Systems (1999- 2004):

Recruited to Thinque Systems, reporting to the board of directors, to lead the repositioning and re-launch of the company as a leading provider of mobile enterprise applications for sales force automation (SFA) and field force automation (FFA). Thinque's customer base of over 50 companies, representing over 11,000 end-users, includes Colgate-Palmolive, Revlon, Ben & Jerry's, Maybelline, Dannon, Pepsi Americas and Nestle. Thinque's products were selected for two consecutive years as a Top Ten Best of Breed application by *Consumer Goods Technology* magazine. Thinque is the *de facto* leader in mobile enterprise applications for global consumer goods companies.

Accomplishments Include:

- Analyzed the company's technology, positioning, strengths and weaknesses and market opportunities, which resulted in a strategic repositioning of the company as a provider of enterprise class applications targeting the mobile workforces of the Global 2000, initially in the consumer packaged goods industry
- Developed an operating plan to coordinate the strategic repositioning, including the realignment of development initiatives to quickly bring to market products supporting the company's new strategy
- Communicated the company's new positioning to its employees, industry analysts, customers and the press
- Established key partner relationships with enterprise software companies, Symbol Technologies and professional service firms
- Recruited, hired and directed senior management team of seven with company headcount ranging between 25 and 70 people
- Negotiated and structured the acquisition of competitor CasioSoft, to further consolidate our market position
- Raised \$22M in venture funding, including both new investors and ongoing participation from existing investors
- During the last four years:
 - Total software and services revenue doubled year-over-year to an estimated \$6.0M
 - Worked closely with the sales organization to penetrate key accounts
 - Customer base grew from eleven customers to 50 and now includes over 20 Fortune 500 companies using the products in the United States, Europe and Asia

President, CEO and Board Member, MAI Systems Corporation (1994-1999):

Recruited to turn around a legacy hardware maintenance provider with a steadily declining customer base that had recently emerged from Chapter 11 reorganization. Developed and successfully executed a strategy to transform the company into an enterprise software and professional services company. Created a technology blueprint for the company's business drawing on over twenty years of experience in software and systems. The company remains a leading provider of information technology to the hospitality industry (including, Windows NT/SQL based property management systems, central reservation systems, customer information and marketing systems) and to the food, chemical and pharmaceutical process manufacturing industries (enterprise resource planning systems).

- Grew targeted business segment revenue by 500% from 1994 to 1998 while maintaining total company revenue steady as legacy hardware maintenance declined from \$58M-\$20M
 - Software and services revenue increased from \$8M to \$40M
 - WAN/LAN based system integration products and services revenue increase from zero to \$11M
- Improved the company's valuation multiplier from 0.5 per revenue dollar in 1994 to 2.5-3.0 per revenue dollar in 1998

George G. Bayz (Continued)

- Organized the company's operations along a "portfolio" model, allowing the parent to "hold" investments in different software companies and maximize each investment through individual public offerings or mergers
- Listed the company on the American Stock Exchange from the NASDAQ Bulletin Board quotation system
- Communicated the company's strategic, financial and technology vision to customers, employees, industry, analysts and investment managers
- Planned and concluded significant organizational structure changes
 - Acquired competitors to build market share and installed base in consolidating market segments
 - Utilized strategic marketing and licensing agreements to expand product mix and shorten time to market for core technologies and position the company as the industry technology leader
 - Expanded company's geographic reach from U.S. market to include Asia, Europe, South America and Africa – offices now include Hong Kong, Singapore, Beijing, London, Mexico City, Amsterdam and Caracas
- Realigned staffing levels and organizational capabilities to support the business strategy

As a Senior Vice President of The Corum Group, an investment banking firm specializing in high technology based companies, he assisted clients with mergers, acquisitions, venture capital and strategic alliances.