

Michael Fay
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CHIEF OPERATING OFFICER ~ VICE PRESIDENT
Strategic Planning ... Leadership...Business Execution ...Change Management

An action-oriented executive with the strongest history of managing towards revenue growth, developing products, operating startups and making sales teams effective. Accomplished leader with a reputation for consistently delivering results while managing expectations building shareholder and investor confidence.

Level (3) Communications, Incorporated – Denver, CO, London, UK (NASD: LVLTL).....04/08 - Present

Senior Director of Product Management, CDN

- **Product Leadership** – Executive responsible for product operations and revenue generation from initial concepts to becoming the fastest growing revenue stream within a \$4bn business.
- **International Management** – Responsible for the global CDN and media product portfolio including telecom negotiations to enable content distribution in more than 30 countries.
- **Growth and Stability** – Accountable for staffing and growing revenue while controlling costs of multiple CDN and Vyvx products while reporting success to executive teams and shareholders.
- **Sales Effectiveness** – Deliver value propositions and product marketing plans to over 500 sales people over 7 segments in 32 different countries. Press and analyst spokesperson for products.
- **Industry Veteran** – Twelve years experience in CDN and HSIP technology with customer, team building and relationships worldwide. Lived in USA, UK, The Netherlands.

Disaboom, Incorporated – Denver, CO (NASD: DSBO).04/07 – 04/08

Chief Operating Officer

- **Entrepreneurial Implementation** – Planned, staffed and executed the largest online social network for people living with disabilities worldwide.
- **Stakeholder Confidence** – Developed strategic plans and budget to exceed shareholder guidance goals. Developed and formalized business procedures to comply with SOX/SEC requirements and led procedural implementation of companywide policies.
- **Initial Public Offering** – August 2007 launched company publically on the NASD market

Akamai Technologies Corporation – Boston, MA (NASD: AKAM).....12/06 – 05/07

Director

- **Mergers & Acquisitions** – Facilitated multiple aspects of Nine Systems acquisition including customer migration, corporate culture management, systems integration and business strategies.
- **Organization Integration** – Developed and executed the integration plan to merge products, operations and customers while managing customer retention and employee attrition goals.
- **Operational Globalization** – Integrated a 24/7 operations and customer service plans into an existing global support structure to offer multi-language and multinational online software support.
- **Akamai 'Titan' Award Recipient**

Nine Systems Corporation – San Diego, CA.....07/99 – 12/06

Vice President of Operations

- **Sales and Marketing** - Managed the product marketing and customers to over 800 online brands including Budweiser.com, NBA.com, PGATour.com, NHL.com, EMI, Sony/BMG, Universal Music and others.
- **Revenue Growth** – Accelerated monthly revenue growth while managing operating expenditures to achieve and maintain profitability.
- **Mergers & Acquisitions** – Collaborated with investors and management team to orchestrate this company's acquisition for an industry record-breaking valuation.

CFA Candidate, NYU Stern Business School.....2003

Masters of Science, International Management, SUNY Maritime Academy.....2002

Bachelor of Science, Marine Transportation, SUNY Maritime Academy.....1996