

Ray Horak, President
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The Context Corporation
President, Founder
January, 1995-

Internationally recognized independent consultancy focusing on complex issues of technology related businesses. Services include strategic planning, market analysis, competitive analysis and litigation support. Clients include domestic and international carriers, consultancies, distributors, end users, manufacturers, and software developers. Served as consulting expert and testifying expert in support of litigation involving telecommunications and related fields. Issues have included patent infringement, trademark/service mark infringement, breach of contract and product/service misrepresentation.

Authored *Webster's New World Telecom Dictionary* (2007) and *Telecommunications and Data Communications Handbook* (2007), published by John Wiley & Sons. Authored the best-selling *Communications Systems and Networks* (1997, 2000 and 2002), published by John Wiley & Sons. Wrote popular *In the Classroom* column at Commweb.com for CMP Media. Wrote well over 100 white papers, case studies, solutions briefs and technical articles on a wide variety of telecommunications subjects for publications such as *Business Communications Review*, *Computing Channels*, *Datapro Information Services*, *Network World*, *The Prepaid Press*, *PROCOMM*, *TELECONNECT*, and *Voice Processing Magazine*. Currently sits on the Editorial Boards of *The Journal of Telecommunications in Higher Education* and *The Prepaid Press*. Served as Senior Contributing Editor for the best selling *Newton's Telecom Dictionary* (12th through 22nd editions).

Develop and deliver seminars and presentations on a wide variety of telecommunications technology and management subjects, speaking before thousands of telecommunications professionals annually in the US and abroad. Member of faculties of Computer Education Services Corporation (CESC), Network World, San Francisco State University and Terrapinn. Execute and manage conference programs for clients such as The University of San Francisco (ITU Symposium) and World Expo Corporation (ComNet).

The LIDO Organization, Inc.
Executive Vice President
August 1988 to February 1995

Responsible for developing and maintaining client relationships for internationally recognized independent consultancy offering services including strategic planning, market analysis, and competitive analysis, with a technical focus on Network Management and TeleManagement software systems. Clients included domestic and international carriers, consultancies, distributors, end users, manufacturers, and software developers. Member of Board of Referees for Stanford University's Office of Technology Licensing.

Developed and delivered seminars and presentations on a wide variety of telecommunications technology and management subjects spoken before tens of thousands of telecommunications professionals in the US and abroad. Member of

faculties of Business Communications Review (BCR Enterprises, Inc.), Institute for International Research (IIR) and San Francisco State University. Developed, executed and managed conference programs for clients such as Advanstar Communications, Inc. (VOICE), Pacific Bell (TEXPO) World Expo Corporation (ComNet San Francisco, ComNet Washington, and EuroComNet) and World Trade Week (San Francisco).

Authored numerous articles on a wide variety of telecommunications subjects for publications such as Business Communications Review, Datapro Information Services, Network World, PROCOMM, TELECONNECT, and Voice Processing Magazine. Authored and co-authored self-published textbooks and manuals used in support of numerous seminars. Served on numerous Advisory Boards of Datapro Information Services, as well as Editorial Advisory Board of *Voice Processing Magazine*, the *Connectivity Management Handbook*, and the *Journal of Telecommunications in Higher Education*.

**Communications Group, Inc.
Vice President, Marketing and Sales
July 1987 to August 1988**

Complete responsibility for Marketing & Sales for publicly traded telemanagement firm offering service bureau and premises-based telecommunications management software solutions for the management of large and complex voice networks. Responsible for developing and maintaining distributor and OEM relationships, as well as development and management of direct sales force, and installation and support force. Responsibilities further included product design, development, packaging, installation and support; advertising and promotion; and pricing.

**Continental Telephone Company (CONTEL)
August 1979 to July 1987**

**CONTEL Executone: Houston, Texas
November 1986 to July 1987
General Manager**

Complete bottom-line responsibility for a company-owned distributorship of PBXs, Key Systems, paging systems and patient-to-nurse communications systems. Managed staff of 70 employees in disciplines of sales, installation, maintenance and support, inventory, accounting and finance.

**CONTEL Tenant Services, Inc.
January 1985 to November 1986
Founder and Vice President, Marketing and Sales**

Founded and later served as Vice President of national shared tenant services provider, which became the largest such firm in the US. Researched business opportunities, developed initial business plan, made first 3 acquisitions, negotiated initial franchise agreements with commercial real estate developers, recruited initial staff and negotiated supplier agreements.

**CONTEL Service Corporation, Western Region
June 1981 to January 1985
Assistant Vice-President, Marketing and Sales**

Full responsibility for CONTEL direct sales, service and support in four Divisions. Total staff of approximately 300; revenues in excess of \$50,000,000; profitability substantial. Revenues tripled during this period of time and profitability improved; overall results were best in the system of 3 regions.

CONTEL Service Corporation, Rocky Mountain Division
May 1979 to June 1981
Director, Sales and Marketing

Complete responsibility for developing CONTEL non-regulated, direct sales business unit in rocky Mountain Division. Total staff of approximately 30; revenues in excess of \$4,000,000; profitability substantial. Overall results were best in the system of 13 divisions.

Southwestern Bell Telephone Company
August 1970 to May 1979
Group Manager, Unit Manager

Served in various management and strategic planning capacities. Responsibilities increased at a rapid and consistent pace. Complete management responsibility for regulated business office operations including telephone sales, order negotiation, service and billing inquiries, credit and collections, service order entry and completion, installation and repair dispatch, and cash receipts. Direct responsibility for up to 20 management employees and up to 300 craft employees. Responsibility for union relations, public relations, civic affairs and rate-making for seven municipalities. Responsible for substantial legislative lobbying at the state level. Loaned to Bell Telephone Laboratories (1977-1978) to serve on a joint (AT&T, Bell Labs, and Southwestern Bell) task force engaged in strategic redesign of customer services, marketing, and plant operations departments along functional lines.

Education

University of Texas at Austin
1968 to 1970
Austin, Texas
M.B.A.

University of Texas at Austin
1966 to 1968
Austin, Texas
B.B.A.

Del Mar College
1964 to 1966
Corpus Christi, Texas
A.A.

Certifications

Electronics Technicians Association
Fiber Optics Installer (FOI), 2004
Fiber Optics Technician (FOT), 2004

Faculty Memberships

Terrapinn
1995-

University of San Francisco (Adjunct)
1995-1996

International Data Group (IDG)
1995-1996

Network World Technical Seminars
1995-

BCR Enterprises, Inc.
1988-1993

Institute for International Research (IIR)
1993-1995

San Francisco State University
1992-1995

Steering Committees

Computer Telephony Expo (CT Expo)
1997-2000

ComNet, Worldwide (World Expo Corporation)
1990-1996

VOICE (Advanstar Communications, Inc.)
1990-1993

World Trade Week (San Francisco)
1994-1996

Editorial Advisory Boards

Voice Processing Magazine
1990-1999

The Connectivity Management Handbook
1995

Journal of Telecommunications in Higher Education
1996-

The Prepaid Press
2003-

TELECONNECT Magazine
1996-2001

Newton's Telecom Dictionary
1996-2006

Advisory Boards

Skagit Valley College
Electronics/Telecommunications Technology Program
2002-

University of San Francisco
McLaren Graduate School of Business
2000-

Stanford University Office of Technology Licensing
1993-1995

Datapro Information Services (7)
1990-1998

Books

Webster's New World Telecom Dictionary (2007)
John Wiley & Sons
ISBN-10: 047177457X, ISBN-13: 978-0471774570

Telecommunications and Data Communications Handbook (2007)
John Wiley & Sons
ISBN-10: 0470041412, ISBN-13: 978-0470041413

Communications Systems and Networks (1997, 2000 and 2002)
John Wiley & Sons and predecessor companies
ISBN-10: 0764548999, ISBN-13: 978-0764548994

Newton's Telecom Dictionary (1996-2006)
Flatiron Publishing, CMP Books
Senior Contributing Editor

Deploying Secure 802.11 Wireless Networks with Microsoft Windows
(2004)
Microsoft Press
Technical Editor

**Columns, White Papers, Case Studies, Solutions Briefs and
Technical Articles**

Hundreds for electronic and print publications including the following:

Business Communications Review
Computing Channels
Datapro Information Services
Network World
The Prepaid Press
PROCOMM
TELECONNECT
Voice Processing Magazine

Litigation Support Experience, Representative Engagements

re: Harris Corporation et al. v. Siemens AG et al.

Client: Fish & Richardson P.C.

Nature of Case: Patent Infringement re interface between voice mail system and PBX

Nature of Engagement: Consulting Expert

re: Viseon, Inc. v. Tandberg, Inc., Tandberg asa, and NV Holdings

Client: Kinney & Lange, representing Tandberg

Nature of Case: Patent Infringement re peripheral video conferencing system

Nature of Engagement: Consulting Expert

re: David Solomon, et al. v. Bell Atlantic Corporation, now known as Verizon Communications Inc., and Bell Atlantic Internet Solutions, Inc., now known as Verizon Internet Solutions, Inc. New York Supreme Court, New York County

Client: Abbey Gardy, LLP, representing Solomon, Scott, Croak, et al.

Nature of Case: Seeking Class Action status against Bell Atlantic d/b/a Verizon with respect to misrepresentations associated with DSL service

Nature of Engagement: Consulting Expert, Testifying Expert

re: Cellco Partnership d/b/a/ Verizon Wireless v. Nextel Communications, Inc. Civil Action No.: 03-725-KAJ (D. Del.)

Client: Winston & Strawn LLP, representing Verizon Wireless

Nature of Case: Trademark/Service Mark Infringement

Nature of Engagement: Consulting Expert, Testifying Expert