

Scott Sullivan

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Accomplished executive with twelve years experience navigating change and building teams that ship products on time while exceeding goals. Visionary tactician able to deliver on priorities of the present while implementing strategies for the future. Hands-on leader that can challenge, develop, retain and grow top talent.

- Start-ups / Turnarounds
- Process & Culture Improvement
- Staff Retention & Development
- Problem Solver
- Multi-Million Dollar Budgets
- Outsourcing & Contingent Staffing
- Negotiation & Leases
- Vendor Management & Purchasing

PROFESSIONAL BUSINESS EXPERIENCE

Sr. Manager Performance & Capacity Infospace, Inc.

2006/07 – Present

Infospace is a dot-com survivor that has developed a solid business out of search aggregation, mobile portals and mobile content provisioning. Like many companies that experience surges of growth, they are dealing with scalability issues both in their production environments and management culture.

Key Challenges: Assess service capacity across several product offerings and design models to forecast future shortfalls. Develop and communicate capacity planning strategy to external and internal customers. Unify performance testing across several discrete software engineering teams. Automate production software deployments. Mature process and culture regarding resource scheduling and execution. Redirect Tier-3 support function and resolve staffing issues.

- Inherited key customer on edge over upcoming NFL weekend traffic and expecting 300% growth over previous year with a history of service failures. Designed a service capacity model allowing for variances in traffic flows and capabilities of n-tier server application pools. Developed traffic forecast models that accurately predicted peak surges over six months in advance. Drove changes to increase capacity only where needed, eliminating wasteful expansions of the past. Recovered customer relationship through series of meetings building confidence in our ability to plan for and handle their expected loads.
- Organized \$1M of performance test resources into central authority with weekly meetings between all engineering stakeholders to resolve scheduling disputes and plan for future requirements. In-sourced industry experts to train testers on performance testing tools and best practices. Advised development and project leadership on performance testing approaches.
- Created software engineering team to automate deployments to over 2,000 production servers across many product lines. Trained team members on the process of gathering and prioritizing requirements from internal customers. Guided feature definition, business case development, estimations and project scheduling.
- Reorganized Tier-3 service support and refocused on core mission of problem management, escalations and escalation prevention. Established vision and goals for redundant staffing coverage and service documentation. Removed disruptive staff from key roles and replaced with top talent.

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QA MANAGER

ISILON SYSTEMS, INC.

2003/06 – 2006/07

Founded by two RealNetworks alumni, Isilon developed a truly distributed, clustered network file system leveraging open source applications and industry standard hardware. Isilon IPO'd in December 2006 and is currently trading under ISLN.

Key Challenges: Restructure the QA team and testing processes to support a highly scalable, Enterprise ready storage product line. Improve software quality to gain customer confidence and referrals. Eliminate need for professional services by improving product quality and supporting rapid feature growth. Stabilize and scale organically grown Engineering lab.

- Reorganized team and staffed up to scale with increasing volume of software features and hardware change requests. Developed existing key staff into management tier to accommodate growth needs. Challenged all staff to grow professionally into broader roles. Designed interview process and trained team on identifying and hiring great employees.
- Evangelized cross-functional test plan reviews to improve early coverage of new features and share ownership of quality across departments. Obtained consensus with stakeholders for clear product release criteria and bug severity definitions. Managed the development of multiple integrated test automation tools. Established reports for test and bug metrics to provide visibility and identify trends. Defined bug life-cycle process, increasing productivity 100%. Drove adoption of test case management tools resulting in predictable test passes with quantifiable results. Reduced time to test software dot releases from eight staff-months to mere days. Developed performance test methods, accuracy and discipline reducing iterations from one week to fifteen minutes.
- Drove product requirements process in key areas to minimize cost of development and testing. Actively participated in executive planning sessions providing alternative courses of action and costs. Designed incremental improvements to testing processes, shipping products with successive increases in felt-quality growing Isilon from three carefully maintained early adopters to over 200 premier clients and millions in quarterly revenue within two years.
- Identified organically grown engineering lab as key liability, addressing core problems with power, cooling, layout, processes and leases. Directed integration of inventory tracking with test automation to gain efficiencies and recover 10-20% “lost” or unused resources. Drove acquisition of co-location facilities and ultimately a new data center as growth required. Hired and trained lab management team to support 80+ engineers and maintain Isilon’s multi-million dollar capital investment spanning multiple labs and WAN links.

DIRECTOR OF QA

MUSICNET, INC.

2002/06 - 2003/05

Initially spun out of RealNetworks as the transaction and packaging technology behind the RealOne Music Pass, MusicNet switched to an SDK model in 2001 and went on to partner with AOL to launch a premium music subscription service offering a combination of streaming, downloads and burnable tracks.

Key Challenges: Transition QA department from black-box web testing to processes more suited for MusicNet’s SDK, web services and fast-paced development schedules. Establish regular and thorough performance testing. Manage external client relationships. Bridge communication gap between business teams in NYC and Engineering staff in Seattle.

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- Established process for stress testing and rapid certification of dot releases reducing the time to regression test the entire service from one week to one day. Implemented review process for all project artifacts to detect issues earlier in the development cycle. Established processes for bug tracking, triage, test case management, and requesting product releases. Reorganized QA to focus on core competencies, shedding ownership of BVTs and development of product installer. Guided architecture and design of test automation tools to enable usage by broader, non-technical audience. Developed QA team into a balance of STEs, SDETs and Leads.
- Restored relationship with performance testing vendor and drove a faltering engagement to successful completion. Evaluated and acquired performance tools for in-house testing. Trained internal test team in performance testing methods and pitfalls.
- Designed and presented test plans and service capacity models to stakeholders at AOL.
- Mediated discussions between Seattle Engineers and NYC stakeholders to achieve schedule scenarios that met business goals with available resources. Mentored peers in Program Management and Development toward more productive “best practices” such as Staged Delivery, Mini-Milestones, Requirements Scrubbing and Time-boxing. Encouraged the adoption of Instant Messaging to simulate hall-way conversations between diverse geographic locations.

CONSULTANT

INTELLIGENT WHITE MICE

2001/09 – 2002/06

IWM is a sole-proprietorship I operate to serve clients who wish to engage on a short-term basis.

Key Challenges: Provide strategic planning and analysis to a twenty person, consulting firm wishing to improve its software development and testing processes. Provide build and test automation for an in-vehicle, navigation system product using Linux, CDMA, voice recognition and web services.

- Recommended several best practice improvements such as daily builds and source control to support testing and reduce client-discovered issues. Guided team through requirements and effort analysis that revealed 80% additional costs. Implemented defect tracking tool integrated with MS Project Server.
- Updated implementation of Apache ANT used to automate builds, installation and execution of verification tests. Designed positive and negative test case scenarios to expose false positives and failing error reporting. Expanded VXML test data to better support client demos and ultimately win major client contract.

DIRECTOR OF QA

WONDERHORSE, INC.

2000/08 - 2001/09

Wonderhorse pioneered the use of real-time VOIP based chat services. Using proprietary client software and web services, users could host “talk-radio” shows through their web browser with 20+ live speakers and audiences in the thousands. Initially an ASP business, we launched our services on Terra-Lycos to enhance their community experience.

Key Challenges: Build a QA team from scratch and design processes suited for a lean op-ex start-up. Plan the mission critical testing for web services with goals of one million concurrent users. Scale product design and architecture from prototype to production through design reviews and rigorous performance testing.

- Hired Test Leads, SDETs, and contractors within tight schedule. Developed integrated defect tracking and test case management system to improve team efficiency. Directed the design of tests and development of test tools for client and web services. Organized regular on-site and at-home dog-food testing.

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- Established cross-functional triage processes to control feature creep and change requests. Guided Program Management and Development teams in producing requirements, schedules and code that supported test efforts. Consistently shipped on-time.
- Conducted design reviews of N-Tier architecture and guided changes to remove bottlenecks, achieving target goals. Developed test tools to simulate thousands of concurrent clients per server. Designed production and test environment high-availability architecture.

SDET / QA MANAGER IBS @ PHOTODISC, INC. / GETTY IMAGES, INC. 1999/08 - 2000/08

PhotoDisc was acquired by Getty Images along with forty-six other companies in 1999 for their e-commerce technology and image catalog in an effort to eclipse Corbis as the premium provider of stock photography and film.

Key Challenges: Repair or replace PhotoDisc's legacy automated content publishing processes. Integrate PhotoDisc's QA team and software projects into Getty's culture and processes. Manage outsourced testing for Getty's consolidation of forty-six properties onto Oracle Financials.

- Drove requirements and documentation of content publishing processes. Designed tests, wrote harnesses for VB DLLs, developed test automation and data generation tools. Identified and removed performance bottlenecks. Delivered within budget and on schedule.
- Managed team testing e-commerce and content systems across three product channels. Built inter-department relationships to identify product quality issues. Mentored staff on test planning, automation, tools and performance testing. Increased test lab capacity to accommodate demand from PhotoDisc's and Getty's internal test teams.
- Selected and managed outside vendor to plan and test Oracle Financials integration with Getty's acquired properties as the most cost-efficient solution.

PRIOR PROFESSIONAL EXPERIENCE

SR. TEST LEAD (CONTRACT)	THE WATSON GROUP @ ONYX SOFTWARE	1999 - 1999
SDET / QA MANAGER	NETWORK COMMERCE / TECHWAVE, INC.	1998 - 1999
TRAINING COORDINATOR / LEAD	NINTENDO OF AMERICA	1989 - 1995

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