

## Mohsen Marefat

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### SUMMARY

As founder and principle of The Althing Group, Mr. Marefat builds teams of experts to start or transform technology businesses. From feasibility analysis to financial modeling, he provides systematic expertise to see companies through technology assessment, team and relation building, business planning, and execution of startup operations. Select engagements include:

- Co-founder and President of International Drug Discovery Institute
- Executive advisor to Avonet Systems (Acting CEO)– Telecom converged networks
- Co-founder XFI Corporation – Artificial Intelligence for decision making

### PROFESSIONAL EXPERIENCE

- BioIT Solutions, Silver Spring, MD – VP Operations 2012-Now
- International Drug Discovery Institute, Chicago, IL – President 2007-2011
- The Althing Group, Bethesda, MD – Founder, Director Global Operations 2002-Now
- XFI Corp, Bethesda, MD – Founding member, VP Business Development 1997-2001
- DCC plc, Dublin, Ireland – Technical Advisor to Executive Management 1996-1997  
Initiated the formation of DCC SerCom Division
- Lexmark International, Lexington, KY – OEM Product Manager 1990-1996
- IBM, Information Products Division, Lexington, KY – R&D Engineer 1982-1990
- NASA Langley, Hampton, VA – Graduate Research Assistant 1981-1982

### EDUCATION

- M.S. in Electrical Engineering, Old Dominion University, Norfolk, Virginia, August 1985.  
Thesis research, "Multivariable control system design via spectral assignment," was sponsored by NASA-Langley Research Center.
- B.S. in Electrical Engineering, Northwestern University, Evanston, Illinois, June 1980.
- Dean's Honor Roll, Illinois Institute of Technology, Chicago, Illinois, December 1977.

### QUALIFICATIONS AND SKILLS

- New technology evangelist and advisor, excellent motivator and communicator
- Executive management across multiple technology sectors, R&D to Manufacturing
- Expert in use of multivariable analytics to biotechnology and bioinformatics
- Expertise in corporate ID and articulating complex value propositions
- Life-cycle product management, client and vendor relation management
- International business experience (Europe, Japan)
- Expert in deployment of sophisticated software for workflow, project, and process
- Motion control pioneer, expertise in Integrated Power IC technologies (L6203)
- US Patents: 5,518,324 and 5,284,064, New Applications in process
- Technical leadership of multidisciplinary engineering teams
- Placed in the top 3% of candidates taking the GMAT

PROFESSIONAL EXPERIENCE (Details)

**BioIT Solutions, Silver Spring, MD – Vice President Operations 2012-Present**

*BioIT Solutions - founded in 2006 – has developed a flexible platform for rapid deployment of workflow and business management solutions in their biotechnology sectors: Drug Development, Diagnostics, and Research - [www.bioit.com](http://www.bioit.com)*

Recruited by the founder to help with productization of the company's consulting solutions.  
Advisory role on business and strategic decisions.

Developed evangelical messaging for a new approach to biotech management, using knowledge based software.

Created market segmentation and three corresponding platform products. Developed customer engagement processes for each segment and fine-tuned to client size.

Operations development by focusing valuable resources on key clients.

Brand development for mixed media, DX/RX and research markets.

Solution development to translate business needs of channel partners to standard, efficient, yet change-compliant deployments.

**International Drug Discovery Institute, Chicago, IL – President 2007-2011**

Co-founded iDDi, a nonprofit 501 c(3) corporation, to address the unmet pharmaceutical needs for neglected and orphan diseases, where the pharma industry is not able to allocate discovery and development resources.

Developed and deployed a novel approach to address a global challenge:

- Leading global talent at the interface of chemistry and biology
- New channels for cross-fertilizing ideas and technology
- An independent advisory group of top-tier industry and academic medicinal chemists
- Integrate recommendations for monitoring and channeling drug discovery efforts

iDDi's mission was completed with the adaption of its primary mission by NIH in 2011.

**The Althing Group, Bethesda, MD – Managing Director Global Operations 2003-Present**

Founded The Althing Group, as a global assembly of experts, providing CXO services to technology businesses - [www.althinggroup.com](http://www.althinggroup.com)

Selected Roles and clients:

Avanet Systems, San Jose, CA – A disruptive solution for the next generation of telecomm central offices by converging and securing all global networks.

Otraces, Gaithersburg, MD – Developer a novel blood test for cancer screening.

Jebra Technologies, Potomac, MD – Developer of medical products for conservation of living tissue.

**XFI Corporation, Bethesda, MD – Vice President Business Development 1997-2002**

*XFI Corporation - founded in 1997 – develops intelligent software for sales and marketing of complex products and services, using an innovative AI platform for Personalized Decision Guides and Analytics. [www.xfi.com](http://www.xfi.com)*

Recruited by the founder to develop the initial business plan, build the corporate infrastructure, and recruit the core team. Directed the visionary sales of the company's new technology to industry leaders in targeted market segments: automotive and financial services corporations.

Led fundraising efforts resulting in \$1.5M seed capital from angel and small institutional investors, both local and international. Managed relationship with investment banking firm.

Conducted early market research and lead generation for initial products. Completed test marketing six months ahead of first product prototypes, by conducting extensive interviews with leading prospects. These efforts resulted in the signing of an early adopter client four months ahead of product deployment.

Managed corporate development, including developing infrastructure in synchronization with unpredictable product launch dates. Oversaw business aspects of IP development and protection, specific to start-up environments. Negotiated multiple vendor, partner, client, and employment contracts.

Developed corporate identity, from early consulting practice to XFI Corporation, as well as initial product branding. Managed low budget development of marketing collateral and Public Relations.

Recruited all levels of staff up to executive management, initially using contacts from friends and family, developed contracts with staffing agencies later on. Defined job requisitions, skills definitions, and job grades, and coordinated resource planning with business plan execution.

Business Management – managed vendor and contract relations, from technical writers to investment bankers. Coordinated product development efforts with outside firms, such as usability testing companies.

Provided critical interfaces between application development teams and the market. Articulated technical core competencies for presentations to investors and clients.

Developed marketing message for introducing the company to potential business partners. Conducted extensive segmentation analysis of the Analytics and Personalization software industry. Managed relations with industry analysts, achieved the company's listing on Appian Corp's Personalization Index.

Developed strategies for pushing the company's sales automation technology into three initial markets. After establishing key Automotive accounts, the company is actively developing channels for the Insurance and banking services markets.

**DCC plc, Dublin, Ireland – Technical Advisor to Executive Management 1996-1997**

*DCC is an industrial holding company listed on Dublin and London stock exchanges (LSE:DCC). Its SerCom Solutions division – formerly Printech International – is engaged in supply chain management and fulfillment for printed and electronic media. [www.sercomsolutions.com](http://www.sercomsolutions.com)*

**Business Development Manager for Printech International**

Reported to Managing Director and Board of Directors of Printech.

Led Printech's transition to new higher margin business opportunities to (a) fully utilize existing capacity, resources, and contacts, and (b) move up the food chain in technology services.

Identified partners for circuit card, and hardware kit manufacturing to complement printing and software kit manufacturing.

Identified and initiated joint venture project with a division of a US Fortune 500 company. Worked closely with CFOs of both companies to develop an acceptable financial model.

**Business Development Manager for DCC SerCom**

Explored a strategic mission to develop and implement a group identity for related DCC held companies in the technology services arena.

Developed and proposed the initiation of the SerCom division to DCC chairman.

Implemented corporate identity for the newly formed division, and introduced its services to Irish development agencies across the US. Test marketed SerCom proposed services to high tech businesses in the US and Europe.

**Lexmark International Group, Inc., Lexington, KY – OEM Product Manger 1990-1996**

*Lexmark International – a spin-off from IBM in 1990 – is an integrated global developer, manufacturer and supplier of printing solutions and products sold in over 150 countries worldwide. The company went public in 1995. [www.lexmark.com](http://www.lexmark.com)*

Managed development of OEM versions of Lexmark's network printer products. Led cross-functional teams consisting of over 35 members that converted standard products to customer specified, privately labeled products. Managed the entire product cycle, from specification, NRE costing and negotiation, internal negotiations for engineering and manufacturing resources, through customer delivery and field support. Position required technical, business, and project management skills in areas as diverse as packaging, networking software, manufacturing and supply-chain processes, and international regulatory agency approvals. Delivered projects exceeding \$10M each on time and under budget to Sun Microsystems and IBM.

Investigated market potential for Lexmark's entry into Far East with network printers localized for double-byte protocols, through meetings with Japanese distributors, corporate customers, electronic stores, and marketing consultants.

Created profit-centers by developing accounting and billing systems for internal resources. Advised Lexmark's Motor Manufacturing Line on brand development and marketing.

**IBM, Information Products Division, Lexington, KY – R&D Engineer**

**1982-1990**

*Information Products Division until Lexmark spin-off in 1990. [www.ibm.com](http://www.ibm.com)*

Used personal initiative in setting up a technology partnership with SGS. This project resulted in commercialization of the first low-cost integrated motor driver, today an industry standard (L6203). Visited SGS headquarters in Italy during a personal trip, and encouraged commercial development of their prototype. Worked with circuit and IC designers in both companies to solve packaging and deployment issues for this mixed technology driver (Bipolar, CMOS, DFET).

Drove use of low-cost mass-produced components in high-end office products. Pioneered advanced analog and digital control techniques to incorporate low-cost components in high-precision systems. Influenced purchasing methods and obtained management buy-in to fundamentally alter vendor relations in order to meet competitive challenge.

Invented patented motion control systems. In addition, published multiple papers in IBM Journal of Technical Development. Pioneered the use of Digital Simulation Language for systems verification.

Led cross-functional and multidisciplinary development teams. Although a junior member, successfully led the print quality team for an advanced color printer project. The members of this multidisciplinary team were top experts in fields as diverse as color chemistry, lasers, and mechanical engineering. Results led to quantum advances in understanding of requirements for precision mechanisms in a color printer.

**NASA Langley, Hampton, VA – Graduate Research Assistant**

**1981-1982**

Developed a user interactive CAD program for design of multivariable control systems for Theoretical Mechanics Group at NASA-Langley. This sophisticated software package removed the burden of mathematical analysis from control systems engineers and guided them through a novel design process.

**TECHNOLOGY QUALIFICATIONS AND SKILLS**

- In-depth knowledge of web-based business processes, including streamlined business platforms and transition from Linux, Apache, MySQL, and PHP to new cloud operations.
- Expertise in architecting rules-based applications, decision engines, knowledge systems.
- Proficient in consultative sales skills for complex technical products and services
- Talented in technology business start-up with experience in business plan development, fund raising, market research, and corporate development
- Skilled in process development and improvement, contract development and negotiations
- Experience in managing full product life-cycles: software (micro controller real-time code, client applications, drivers for Sun OS and Solaris, Netware, and NT networks), hardware (motion control systems, laser printers), packaging, and compliance (EMI, acoustics, environmental, and safety) processes, and biotechnology systems and assays (ELISA)
- Strong technical background in design and development of computer peripherals including patented and published systems
- In depth knowledge of control systems, integrated power electronics (DMOS IC, L6203), optical and electro-mechanical components
- Experience in working internationally with clients and suppliers of high tech commodities
- Technical leadership over multidiscipline concurrent engineering teams
- Great interest in technical and business implications of networking technologies, artificial intelligence, and life sciences. Member Mars Society.