

# Will Koffel

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## OBJECTIVE

Lead businesses and product engineering teams, architect solutions to deliver top-rate application systems to growing internet-focused businesses

## QUALIFICATIONS

For the past 14 years, I have combined strong leadership skills with a solid background in computer science and internet technologies to build teams delivering a wide-variety of application systems. I've led development divisions of over 50 people, and have a proven track record of bringing measurable value into growing engineering organizations. I lead by example, and expect the best from my team. I engage equally well with technical staff, within an executive team, and outbound with investors and clients. My technical background is focused in the areas of social web applications, built on open-source solutions, and deployed both traditionally as well as into managed and cloud solutions. I am intimately familiar with following and setting business strategy direction, and pride myself on delivering the best technical teams and solutions to meet specific business goals.

## EXPERIENCE

### **CTO, Sermo 2008-Present**

As a member of the executive team, I directly owned management, budget, hiring, and strategy for five departments: Product Management, Development, Quality Engineering, Site Operations, and IT. I inherited a legacy system suffering from age and rapid business growth. I drove an iterative migration of the original software platform to a next generation solution, more modularized, more integrated with other business departments, using more modern application design and development methodologies. I restructured the Product Management and Engineering organizations to promote more accountable and empowered development teams, and consolidated Product Management directly into the engineering process to better connect product conception with implementation. I provided technical guidance in all areas of application development, promoting best-practices around open-source and our Ruby on Rails development framework, and product guidance by being a champion and hands-on contributor especially in the evolution of our social community product. I was the keeper of our product and strategic roadmaps, and played a central role within senior management for shaping business direction.

### **CTO, co-founder, wis.dm 2006-2008**

As the technical co-founder, I was in charge of all aspects of technology within the company and in our consumer-facing web product. I managed all technical personnel as well as technical contractors and integration relationships. Along with the CEO, I was tasked with presenting the company vision and product for external-communication, as well as working with venture capital firms to secure continued financing.

The wis.dm platform was first deployed on an Enterprise Java stack, including Hibernate, Spring, Acegi, and Sitemesh. I helped maintain the development tools, including Subversion, Eclipse, Maven2, and Tomcat deployment. The wis.dm site was rewritten fully in Ruby on Rails in Q4, 2006. This included Rails/MySQL integration, capistrano/mongrel/Apache deployment, and RoR scaling, caching, and queuing techniques to achieve high-performance and ease very efficient iterative implementation.

### **Director of Development, Miva Direct (having acquired Comet Systems) 2004-2006**

*As the first engineer in Miva's Cambridge Office opened in 2004*, I managed a team of developers and QA engineers providing server applications in a highly-scalable environment. I was hired full-time to take over responsibility for the primary revenue-generating component of the business, a paid-listings search

site. The application infrastructure I designed and implemented supported over 5 million live users, in excess of 200 million hits per day. I re-architected the site as part of a larger Application Services initiative, utilizing XML for data aggregation, web services for data access, and XSLT for server-side generation of end-user web pages.

*Previously as a self-employed contractor with Comet Systems, I built a prototype Windows/IE application which aggregates data from information-rich websites into a consistent user-interface. My contract was extended to lead a team of 3 engineers to complete a consumer product based on the successful prototype. Technologies included very heavy use of application-quality Javascript, DHTML, XSL/XSLT, and Internet Explorer integration.*

**Senior Software Engineer, Akamai Technologies, Inc. 1998-2002**

*2001 - I did heavy maintenance on Akamai's existing customer self-service website. Frustrated with its limitations, I took the initiative and drove a team of 4 engineers in a complete rewrite of the JSP-based site, improving performance, re-designing the data-model, creating a software platform with the flexibility to implement new web-based applications quickly and cleanly, while significantly decreasing the size and increasing the clarity of the code base. Technologies include Weblogic, WebSphere, Tomcat, Java, JSP, Oracle, Perl, Javascript, Unix shell scripting, Perforce, Linux and Solaris Administration.*

*1999 - I developed the first applications for Akamai to monitor its global traffic network. These included monitoring machine health, traffic load, and a custom alerting system. Due to the high-visibility of Akamai's Network Operations Command Center, these applications were required to be functional for Akamai and impressive for visitors, and included large-scale geographic monitoring, and 3D traffic visualization.*

*1998 - I was in charge of development and release for a client desktop monitoring application. This multi-threaded Java application performs real-time monitoring of Akamai's world-wide network of machines, giving customers a view into their website's traffic patterns and load. Supported on three platforms, the application made heavy use of early Java Swing technologies, featured a number of custom graphical components, and interfaced with proprietary backend data sources and data proxies. Technologies include Java, Swing, Unix scripting, Linux and WinNT Administration, Apache Administration, InstallShield, Perforce, CVS.*

**Student Researcher, M.Eng Candidate, MIT Lab for Computer Science 1996-1998 , 2000-2001**

Research for the Advanced Network Architecture (ANA) division of LCS.

Research towards a M.Eng in User Interface design on the *Haystack* project.

**EDUCATION**

Massachusetts Institute of Technology 1996 - 2001

B.S. Computer Science, B.S. Music Composition

Graduated 4.5/5.0 GPA, received numerous writing distinctions

Candidate for Masters of Engineering, Computer Science, MIT 2000-2001

**BUSINESS**

**Co-Founder, JohnnyCab, Inc. 2003-2005**

As a co-founder and board member of JohnnyCab, I have built hands-on experience with starting a business, prototyping early development, and business communication skills. The company was formed to create a marketplace for online ordering of taxi-cabs in major U.S. cities. Components of our technology were purchased in 2005 by a taxi-centric advertising business.

**INTERESTS**

Music Composition & Performance, Photography (<http://www.fountainphoto.com/>), Billiards, Alpine Skiing, Scuba Diving, Being a Great Father and Husband