

# Exhibit N

## Contact

[www.linkedin.com/in/cockayne](http://www.linkedin.com/in/cockayne)  
(LinkedIn)

## Top Skills

Strategy  
Product Development  
Start-ups

## Languages

English (Native or Bilingual)

## Honors-Awards

Favorite Professor for ME410 course series

Third place for 'An Ultralight Aircraft for Aluminum Fabricators'

Second place for 'An Ultralight Aircraft for Aluminum Fabricators'

## Publications

The Failings and Future of VR.  
vr\_sites list

The Auralization and Acoustics Laboratory.

Teaching the 'How' of Engineering Innovation.

vr\_sites list

## Patents

Interaction for dragging data into a cloud computing system

Two radio interface for mobile communication device for electronic commerce

Document fingerprinting and discovery

Set of icons for a display screen

Data storage and communication system

# William R. Cockayne, Ph.D.

Empowering future leaders to imagine, design, and build truly world-changing innovations

Stanford

## Summary

I work as a techno-optimistic leader and innovation provocateur in companies and universities globally. Along my journey I have had the good fortune to participate in the invention of truly amazing technologies, products, and services, while I am most proud of the great groups I have created. Currently my work is focused on inciting and supporting tomorrow's innovation leaders.

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## Experience

### Self-employed

Invention and Innovation Leader

May 1991 - Present (30 years 10 months)

Global, with a foot in Silicon Valley

Working with the C-Suite and high-performance teams inside companies including Airbus, Fira, Janssen Pharma, Yokogawa, Microsoft, BMW, and many more, to develop innovation roadmaps that led directly to the development and delivery of game-changing products, services, and new business.

### Blekinge Institute of Technology

Guest Researcher

January 2021 - Present (1 year 2 months)

Extending a long-term relationship with Prof. Tobias Larsson's Product Design Research Lab (PDRL), building on early work with Swedish industry and the global ME310 program at Stanford University, to understand the global innovation role his team is pioneering in next gen, engineering system solutions. Provides our foothold in Swedish and Nordic innovation ecosystems.

### University of St. Gallen - HSG

Lecturer and Visiting Researcher

January 2020 - Present (2 years 2 months)

to bring our Foresight and Moonshots programs to the European ecosystem.  
Provides our foothold in Swiss and Northern European innovation ecosystems.

### Osaka Institute of Technology

Visiting Professor

April 2017 - Present (4 years 11 months)

Working closely with Prof Kenji Matsui's Robotics & Design Center on delivery of their school-wide Foresight and Design course program to hundreds of students each year. Offering guidance to the Osaka regional chamber of commerce (OCCI). Provides our foothold into Japan's innovation ecosystem.

### Stanford University

25 years 2 months

Founder of Stanford Foresight - the foundation of Stanford's Design Futures

September 2005 - Present (16 years 6 months)

Directing a research forum housed at Stanford University that advances the pursuit of high-impact, long-range innovation in individuals, teams, and organizations. This work is done in collaboration with Prof. Larry Leifer (Engineering), Prof. Michael Shanks (Humanities & Sciences), and Dr. Tamara Carleton (MediaX). Teaching the ME410 "Foresight and Technological Innovation" course series which I first developed in the late 1990s to provide students with the ability to work on over-the-horizon problems. Providing further expertise in other courses across campus and in student-lead research, complex product design, engineering processes, and engineering development.

Academic Director of Stanford's Silicon Valley Innovation Academy & Innovation Studio

September 2017 - Present (4 years 6 months)

Leading a talent development program founded at Stanford University to provide advanced 21st-century skills to hundreds of high schools, undergraduate, and graduate students each year. Built around the Stanford Moonshots approach to world-changing, moonshot-level innovation (examples abound from DARPA, Amazon, X), the program gives participants the toolset, skillset, and mindset to imagine, lead, and plan almost-impossible, utterly audacious innovations.

Center for Design Research - Member

January 1997 - Present (25 years 2 months)

Bringing technology foresight, hard-tech innovation, and design futures to Stanford Design within the School of Engineering for over two decades.

### Teaching in Mechanical Engineering on the topic of Strategic Foresight and Design Innovation

2005 - April 2021 (16 years)

Stanford, CA

Leading the award-winning ME410 course series in the Stanford School of Engineering (earlier with the School of Humanities and Sciences) that empowers a hand-picked yearly cohort of the university's best and brightest to connect across cutting-edge practices in blue-sky research, emerging technology development, Stanford Design, and personal experiences in building and shipping practical innovations.

### Nota Reader

CEO & Founder

January 2012 - October 2013 (1 year 10 months)

The Nota Reader team set out to change the world of mobile, personal learning. Nota Reader gave anyone the ability to create a MOOC (Massive Open Online Course) in a under a minute... from their computer or, and this was the cool part, from their iPad or Android tablet. Nota gave everyone (teachers, students, corporate trainers, and even just you and me) a way to quickly & easily create a rich, blended learning environment across Mac, PC, Android and iOS. Grab your tablet, upload a file instantly share with a group of students/friends/colleagues, and the entire group (no matter what device they use) can collect, connect, and share relevant videos, images, web links, and notes.

### Travel by Handstand

CEO & Founder

2010 - 2013 (3 years)

Our team of truly outstanding travel writer, editors, designers and photographers delivered the 'Travel by Handstand' travel application on iPad soon after Apple released it to the world. Our team and our work were recognized two years running by the prestigious Society of American Travel Writers Foundation, winning its Lowell Thomas Travel Journalism Competition award in the Travel App category for 2012 (Gold...yep #1) and 2013 (Silver...#2 ain't bad!).

2000 - 2001 (1 year)

I was part of a team hand-picked by Kodak's then CEO, Daniel Carp, to leverage Kodak's strengths as a technology inventor and manufacturer. I led Kodak's new Innovation Incubator in Silicon Valley and was a member of the company's Corporate Venture Capital team. During the short time that this program existed, I had the chance to see the depth of Kodak's R&D roots, helping to define a number of new businesses for the company to spin out around solar cell manufacturing, E ink products and manufacturing, and multiple products based on the company's optical abilities and expertise.

### Scout Electromedia

CTO & Founder

1999 - 2000 (1 year)

San Francisco, CA

Geoff Pittfield, Dan Bomze and I started Scout with the belief that consumers wanted access to the freshest entertainment information in the palm of their hand. We created the first consumer wireless device and service focused on giving urbanites an up-to-the-minute city guide in multiple U.S. cities. I worked alongside truly amazing people, both inside Scout and with our partners at IDEO, Pixa, Wieden+Kennedy, idealab, Flatiron Partners, and TechFund Capital. It was a truly memorable experience where I was able to synthesize all of my previous experience: recruiting teams, converting ideas into actions, delivering a truly amazing product and raising VC capital.

### Mercedes-Benz USA

Research Engineer — Mercedes-Benz Research & Development North America, Inc. (MBRDNA)

1997 - 1998 (1 year)

Palo Alto, CA

I transitioned to a consumer focus when I joined Mercedes-Benz Research & Development North America, Inc. (MBRDNA) on Page Mill Road. The team that founded this outpost, a mix of Germans, Europeans, and American luminaries, were still running the center when I joined, offering me a close-up look at how truly innovative teams turned long-range ideas into technologies which would end up in the hands of consumers.

### Naval Postgraduate School

Researcher - DARPA Advanced Biomedical Training (ABMT) program

1995 - 1997 (2 years)

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