

Charles C. Wu
4218 26th St
San Francisco, CA 94131
(415) 285-7822
cwu@alum.mit.edu
cwu@alumni-gsb.stanford.edu

TRACK RECORD Invested \$61M in 26 companies with a realized value of \$435M and current unrealized value of \$14M.

Corporate investor in companies such as Epigram (acquired by Broadcom), Tensilica, Raindance (RNDC), Premier Retail Networks and MontaVista Software

Lead financial investor in companies such as Aurum Software (AURM), Silknet (SILK), Vastera (VAST), Technically Elite (acquired by Hi/Fn), Worldtalk (WTLK), Chordiant Software (CHRD) and Pogo (acquired by Electronic Arts).

Also invested in companies such as GRIC Communications (GRIC), Proxim (PROX), Premisys (PRMS), Creative Technology (CREAF) and Spectrum Holobyte (SYBT).

EXPERIENCE

1998-Present

PANASONIC DIGITAL CONCEPTS CENTER (www.panasonicvc.com) **Cupertino, CA**

Managing Director Founder and managing partner of the Panasonic Digital Concepts Center, Matsushita's corporate venture capital, incubator and technology partnership organization. Matsushita is a \$60B global manufacturing conglomerate. Raised 2 internal fund allocations totaling \$60M.

Venture Capital Corporate venture investments of \$22M in 6 companies with realized value of \$35M and current unrealized value of \$14M. Corporate venture investments completed include: Epigram (acquired by Broadcom), Tensilica, Raindance (RNDC), Premier Retail Networks and MontaVista Software.

Deal Style Proactive team oriented outreach approach designed to understand industries and technology trends, strategic and business development opportunities, and premier company selection. Due diligence is focused on customers/markets, management and investors. Ideal stage focus is post-prototype (proven technology) to expansion stages.

Management Style Built and managed an organization consisting of 12 recruited US employees and 3 Japanese professionals. Built an Associate program to train new venture investment professionals. Management style is that of an internal consensus builder who promotes an environment of teamwork while recognizing individual achievement and promoting career development.

Incubation Home base for 8 Japanese representatives from 6 different divisions, 7 Japanese interns placed in portfolio companies, incubation unit of over 20,000 square feet which has housed over 18 incubator startup companies. Developed an incubator joint venture with the Women's Technology Cluster. Incubator investments total \$2.6M with unrealized value of \$1.3M.

Business Alliances Creation of win-win relationships between portfolio companies and Matsushita divisions. Examples include introduction of Epigram (resulting in an inclusion in Panasonic's Home Gateway product) resulting in \$2M of revenue; customer acquisition for Raindance ("Panasonic Web Conferencing) resulting in \$500K revenue; and development of a customer and supplier relationship with Premier Retail Networks totaling potential revenue of \$8M.

Marketing PDCC was profiled in the Harvard Business School case study, [Innovating an "Outsourced R&D" Process for Matsushita Electric \(MED\): Launching the Panasonic Digital Concepts Center](#) authored by Professor Henry Chesborough and in Sally Richards' book [Incubation and Corporate Venturing](#). The organization has also been profiled in national publications such as the Wall Street Journal, Business Week and the Red Herring. Public speaking engagements at external conferences average 4 per year.

1991-1998

VERTEX VENTURE HOLDINGS (www.vertexmgt.com)

Redwood City, CA

Vice President First US hire and senior member of the US investment team consisting of 3 US and 2 SE Asian professionals. Vertex is a global venture capital operation, based in California, Singapore and Israel funded by SE Asian financial and corporate institutions.

Led the investments of \$39M in 20 companies with liquidated value of approximately \$400M. Involved in the decision making and support of \$58M of investments in 32 companies with liquidated value of \$550M.

Board member or led investments in companies such as Aurum Software (AURM), Silknet (SILK), Technically Elite (acquired by Hi/Fn), Worldtalk (WTLK) and Pogo (acquired by Electronic Arts). Also invested in companies such as GRIC Communications (GRIC), Proxim (PROX), Premisys (PRMS), Creative Technology (CREAF) and Spectrum Holobyte (SYBT).

Responsible for sourcing, due diligence, structuring, negotiating, closing and monitoring of venture capital investments. Created and delivered the marketing message for Vertex in the US investment community. Participation in fundraising activities. Portfolio companies are assisted with advice concerning executive recruiting, global strategy, market positioning, competitive analysis, financial analysis, fund raising and strategic relationships. Relationships developed with leading venture oriented investment, legal, recruiting, consulting, banking and accounting organizations. Also responsible for the recruiting, training and supervision of new investment personnel.

1990-1991 **RSA DATA SECURITY** (www.rsasecurity.com) **Redwood City, CA**
Project Manager Developed the operating plan for a digital authentication services and products for electronic commerce and secure communications.

1987-1990 **CS FIRST BOSTON** (www.csfb.com) **San Francisco, CA**
Investment Banking, Technology Group Responsible for the solicitation and execution of over \$2 billion in west coast technology M&A and financing transactions. Transactions include:

- Corporate Sales - Wyse Technology to a Taiwanese Investor group
- Acquisitions - Cipher Data's Acquisition of Irwin Magnetic Systems
- IPOs - Initial Public Offering of Egghead Discount Software
- Financings - Convertible Debenture Offerings for AST and Western Digital
- MBOs - Qume Corporation's Management Buyout Advisory
- Defense Advisory - Cipher Data Products vs. Archive's hostile tender offer

1982-1985 **RAYTHEON E-SYSTEMS** (www.raytheon.com) **Falls Church, VA**
Business Development Responsible for the development and implementation of marketing proposals for communications systems. Developed a proposal for a specialized signals identification processor which received over \$500K of funding.

Engineering Management Project manager for the development of a \$3 million dollar speech compression telecommunications system. Responsible for all phases of the project including: planning and budgeting; software and hardware design; and coordination of over 40 hardware, software and manufacturing professionals.

Software Engineering Technical areas include UNIX, microprocessors, graphics, telecommunications and networking.

EDUCATION

1985-1987 **STANFORD GRADUATE SCHOOL OF BUSINESS** **Palo Alto, CA**
M.B.A., Marketing and Finance

1978-1982 **MASSACHUSETTS INSTITUTE OF TECHNOLOGY** **Cambridge, MA**
B.S., Computer Science and Engineering