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People Profile: Kevin Sayar

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ATG: How will the acquisition affect the existing corporate cultures of the two companies? How will personnel be affected? Will the staff of ebrary maintain a separate identity? Overall will staff be added? Let go?

KS: As we mentioned earlier, we found a lot of synergies between the companies and certainly a lot of shared values. There are some cultural differences, but we feel the cross-pollination of the two cultures will benefit everyone.

TB: ProQuest greatly values ebrary's entrepreneurial spirit and agile approach to its business — that's what has allowed the company to move quickly in an exceptionally dynamic market. We don't want to change that. In fact, we will look to apply some of these best practices more broadly across other parts of the ProQuest businesses. The ebrary brand also has a very positive association with customers and end users. It is important for us to continue to evolve and leverage this brand strength. While associations with ProQuest will deepen, ebrary staff will continue to focus on the ebrary goal to become the predominant supplier of eBooks to libraries.

KS: And, we'll continue to leverage and connect the companies in ways that take advantage of the best of what each has to offer.

ATG: Other than eBook content what strengths does ebrary bring to the table? What about strengths from the ProQuest side of the equation?

TB: The companies have a lot of strengths in common — talented employees, strong brands that are respected by customers, a commitment to technological innovation and investment, and that's certainly helped the companies mesh neatly. But, acquisition is about adding complementary strengths on both sides of the equation. ebrary brings strong technical expertise and knowledge of the eBook business. It offers some new and exciting business models for content such as patron-driven acquisition and its new short-term loan model. The company also has some great tools like InfoTools and DASH!

KS: ProQuest brings scale, a well-established customer base, an extraordinary breadth of content, and a large international sales force (that's now selling ebrary products, by the way). This is a particularly strong match between companies. And, I want to reiterate what Tim said, this is about bringing complementary strengths together; we're in this to leverage what we know from our particular experiences and use it in new places. We're driving to the inevitability of true value.

ATG: Serial Solutions is also part of ProQuest. How does their Summon Discovery system fit into all of this?

TB: ProQuest is committed to building a research environment that connects users with the right information — no matter where it resides — quickly and accurately. The Summon service is our most profound expression of that commitment. It's absolutely content-

against the grain people profile

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BORN AND LIVED: Born in Upland, CA (November 20, 1967). Lived in Southern CA until age 5 while my father completed his Masters at **Cal Poly**, Pomona. Moved to Tehran, Iran, in 1972 (Age 5). I am the oldest of three. I have a sister and a brother. As dual-national children my parents enrolled us in a private bi-lingual school where we learned to speak Farsi. We Lived in Tehran until 1979 (Age 12) and left the country after the Iranian revolution. We moved back to California and have resided in the bay area since.

EARLY LIFE: I was really into sports as a kid. I played soccer until I discovered Water Polo and that is where I became friends with **Christopher Warnock** — on our high school Water Polo team. I started my first business venture right after high school. It was a furniture import business that I operated while attending **Foothill Community College**. The business was very profitable, and I saved enough to cover my expenses for college. I transferred to **University of California, Berkeley**, where I earned a BA in English and a minor in Philosophy.

PROFESSIONAL CAREER AND ACTIVITIES: I Graduated in 1990 during a recession and tried a number of different Tech industry jobs. Pursuing an interest in law, I started with a temp job at a major technology law firm. After several years of working on high-profile litigation and corporate security transactions as a legal assistant, I confirmed my interests. I obtained a JD from **California Western School of Law** in San Diego in 1996. I returned to Silicon Valley and went to work for the high-tech law firm that I worked for prior to law school, **Wilson Sonsini Goodrich & Rosati**. I was able to gain experience in securities litigation, corporate securities, and technology transactions. In 1999, I connected with **Christopher Warnock**, and I was trying to help him form an entity to pursue a contract to digitize a special contract at **Stanford University**. After learning more about **Christopher's** vision and a few beers we decided to co-found **ebrary**.

FAMILY: 1999 was a big year. I met my wife **Alison** in law school and we have been married for 12 years. She started her own practice almost 10 years ago and practices Special law, primarily representing children with Autism. We are lucky to have two daughters, **Emmatisse**, 8 and **Daniella**, 6. They are both into soccer, swimming, and spending as much time on any beach as possible.

IN MY SPARE TIME: I'm still pretty active outdoors. I'm always trying to find time to surf and snowboard. Otherwise, I love traveling with **Alison** and the girls.

FAVORITE BOOKS: As a kid I liked the *Lord of the Rings*, **J.R.R. Tolkien**. In high school it was *Catch 22*, **Joseph Heller**. In college my favorite book was *Henderson*, **The Rain King**, **Saul Bellows**. More recently, I really liked *Cutting for Stone*, **Abraham Verghese**, and *Outliers*, **Malcolm Gladwell**.

PHILOSOPHY: People who care make things happen.

MOST MEMORABLE CAREER ACHIEVEMENT: Closing the round of financing from the publishers, **Random House**, **McGraw Hill** and **Pearson** for **ebrary** — when eBooks were still untested in the market. That was by far the hardest achievement.

GOAL I HOPE TO ACHIEVE FIVE YEARS FROM NOW: Fulfilling our vision of providing technology that is critical to global research. 🌱

neutral and is the digital doorway to virtually everything in the library. **Summon** continues to expand with all sorts of publishing partners, and now we're integrating **ebrary** content so that these 450,000 plus eBooks are discovered from the front door of the library and

integrated with all the other relevant content in the library's collection. Our first step was to index at the metadata level, and we're now indexing the full-text, just as **Summon** is doing with the **HathiTrust** collection. Can you

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