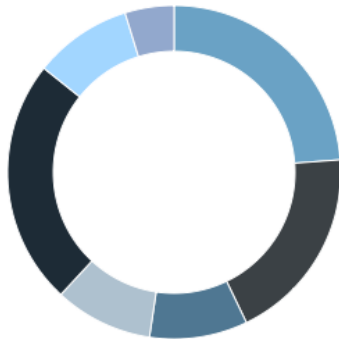


# The Tyranny of Benchmarking

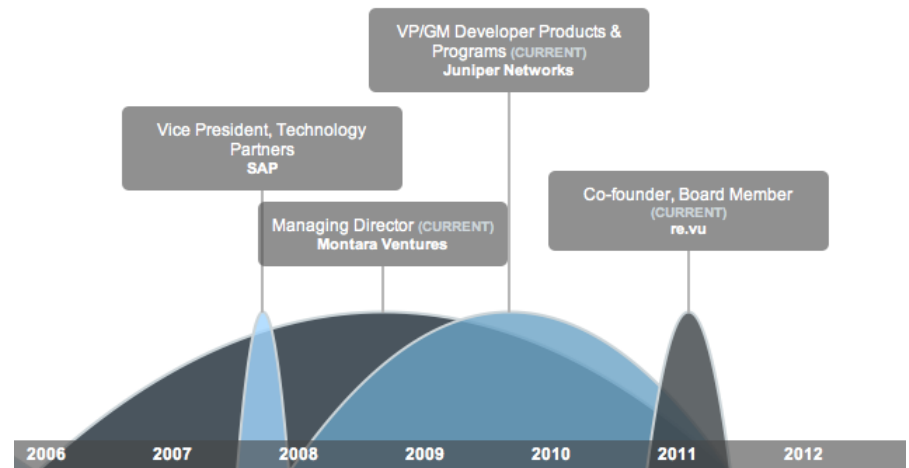
Mike Harding

<http://re.vu/mikeharding>

twitter: @mah1

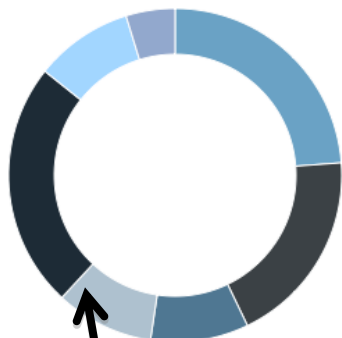


- Coaching
- Meeting with Customers
- Presenting
- Group Activities
- Product Development
- Communications
- Administrivia



# Mike Harding

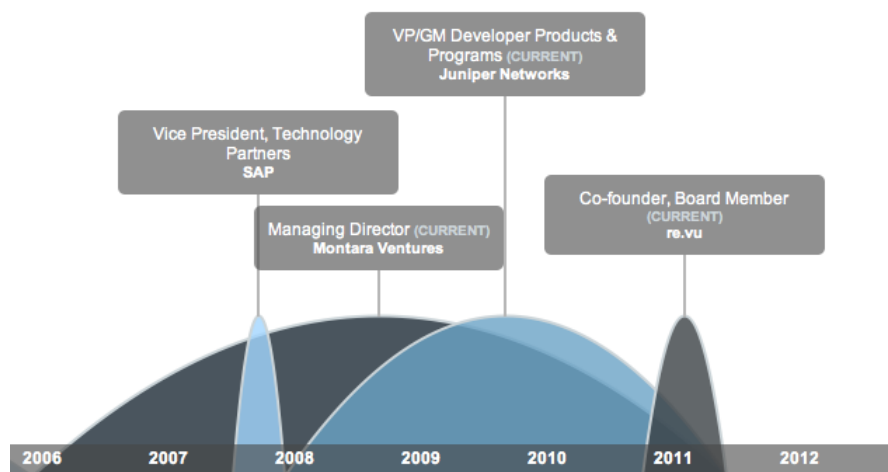
Innovates for Fun and Profit

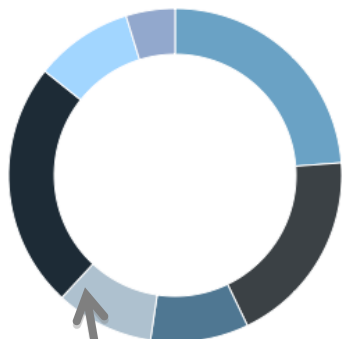


- Coaching
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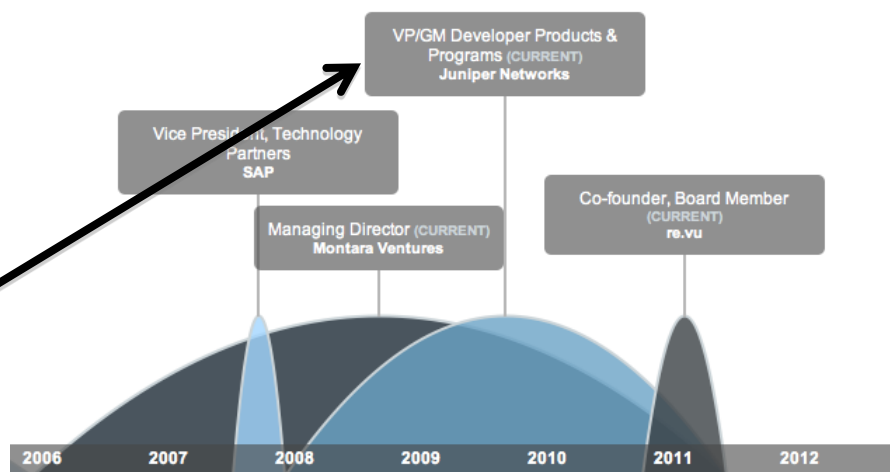
# Mike Harding

Innovates for Fun and Profit



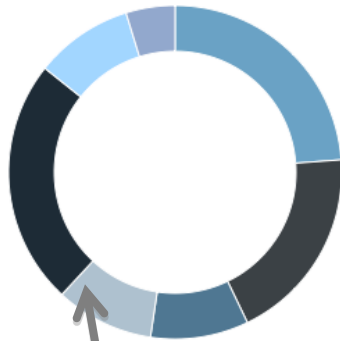


- Coaching
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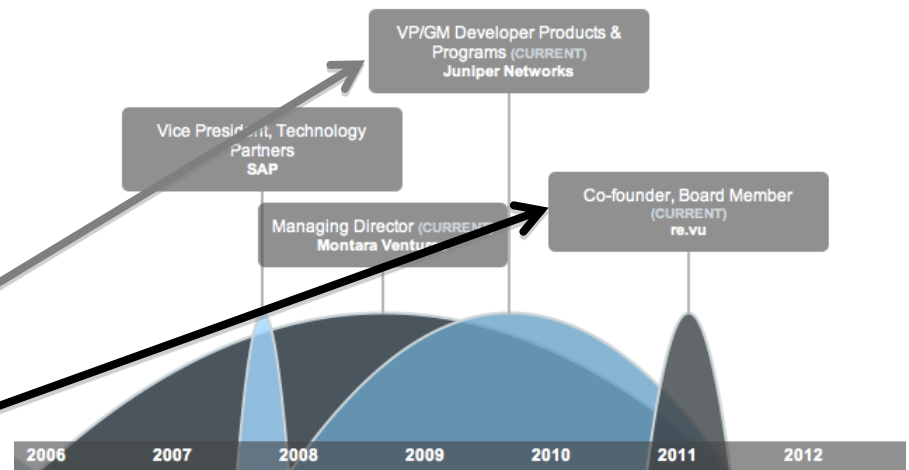


# Mike Harding

Innovates for Fun and Profit

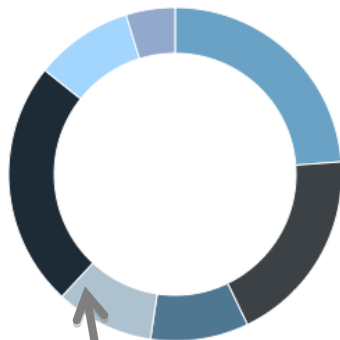


- Coaching
- Meeting with Customers
- Presenting
- Group Activities
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- Administrivia

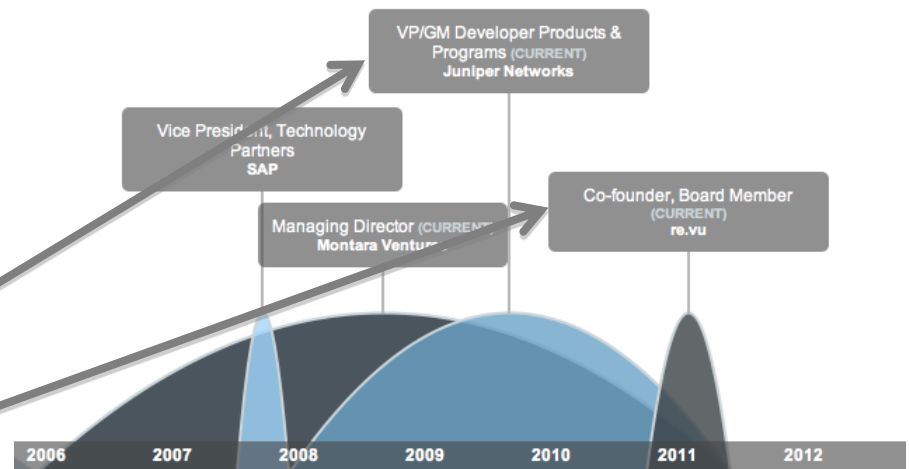


# Mike Harding

Innovates for Fun and Profit



- Coaching
- Meeting with Customers
- Presenting
- Group Activities
- Product Development
- Communications
- Administrivia



# Mike Harding

Innovates for Fun and Profit



Bob Home  
Version 1.0  
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# YOUR HAIR

**-IS IT GETTING THIN?**

**-IS IT FALLING OUT?**

**Rent** A HOME MODEL  
**CROSLEY  
XERVAC**



**If poor blood circulation of the scalp causes your trouble, try the XERVAC way to arrest it—**

Scalp specialists know that good, rich blood circulating in the deep-seated blood vessels of the scalp nourishes the hair roots, aids in arresting abnormal loss of hair, helps to produce hair growth. . . It is known that VACUUM and PRESSURE around scalp, applied intermittently and properly controlled, is highly effective for forcing fresh, stimulating blood deep into these blood vessels. One way to do it has been found in the regular use of Crosley XERVAC—that popular hair and scalp device used so successfully in barber shops and clinics.

#### **Write for New Rental Plan**

Learn how you can RENT the new compact home model XERVAC and use it in your home for a small rental fee. Try it, watch results. Get the benefits of this amazing device on easiest possible terms. No obligation—just write

**THE CROSLEY CORPORATION**  
Dept. D15 CINCINNATI, OHIO

**HOME MODEL**  
SAME AS ORIGINAL PROFESSIONAL,  
ONLY MORE COMPACT..

# YOUR HAIR

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**HOME MODEL**  
SAME AS ORIGINAL PROFESSIONAL,  
ONLY MORE COMPACT..









introducing  
**Color.com** 

{ the 41 million dollar idea }





why do products fail?

market dynamics



market dynamics

**competition**

market dynamics

competition

**technology**

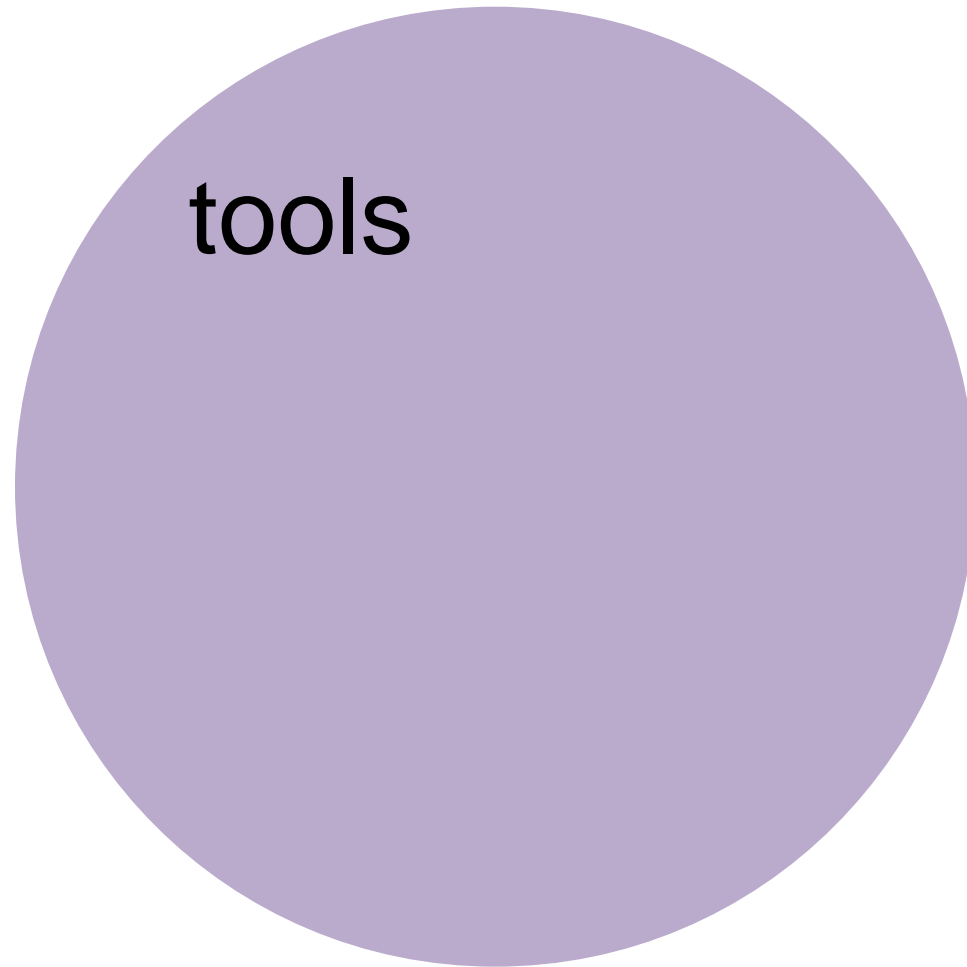
market dynamics

competition

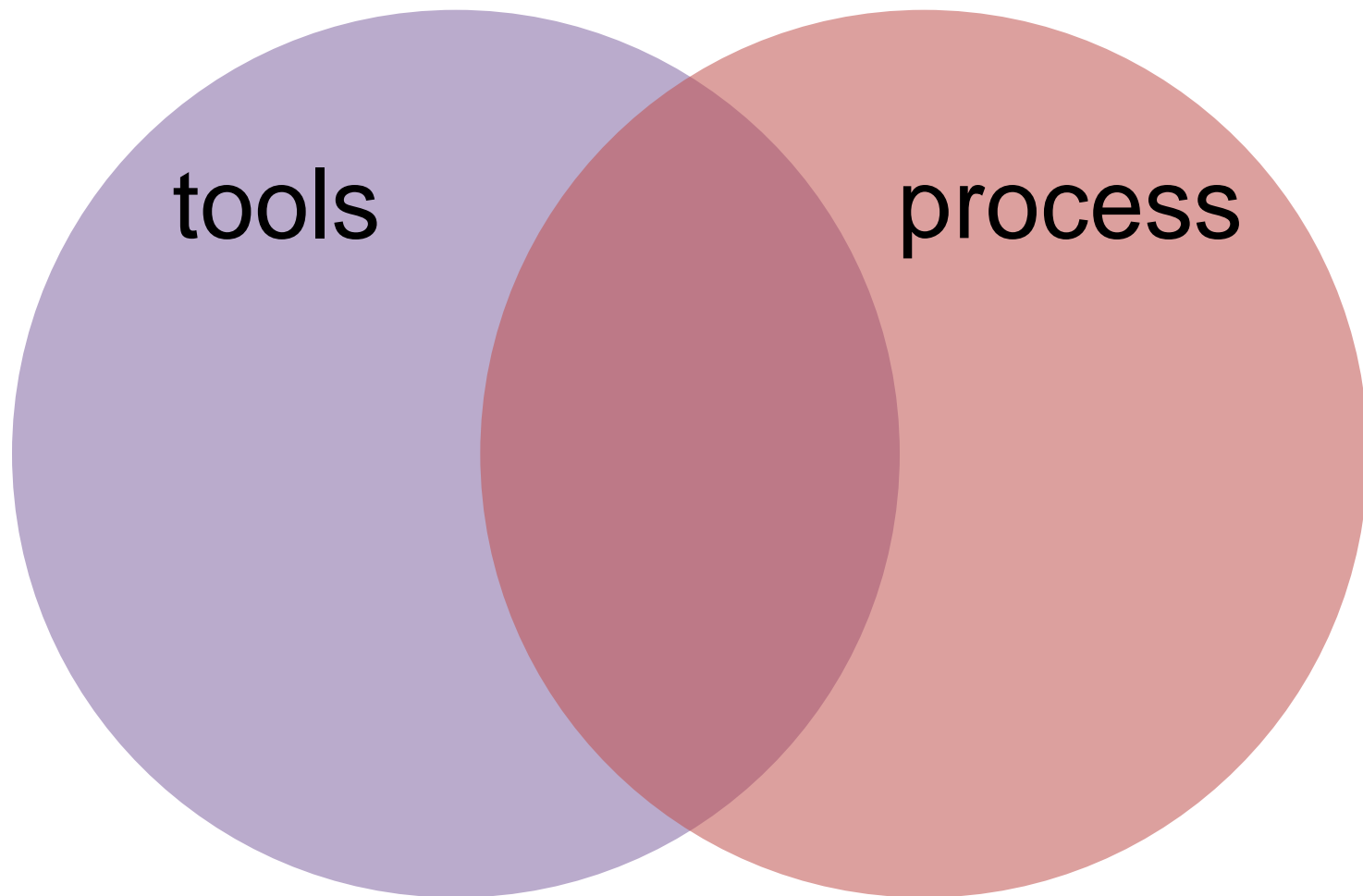
technology

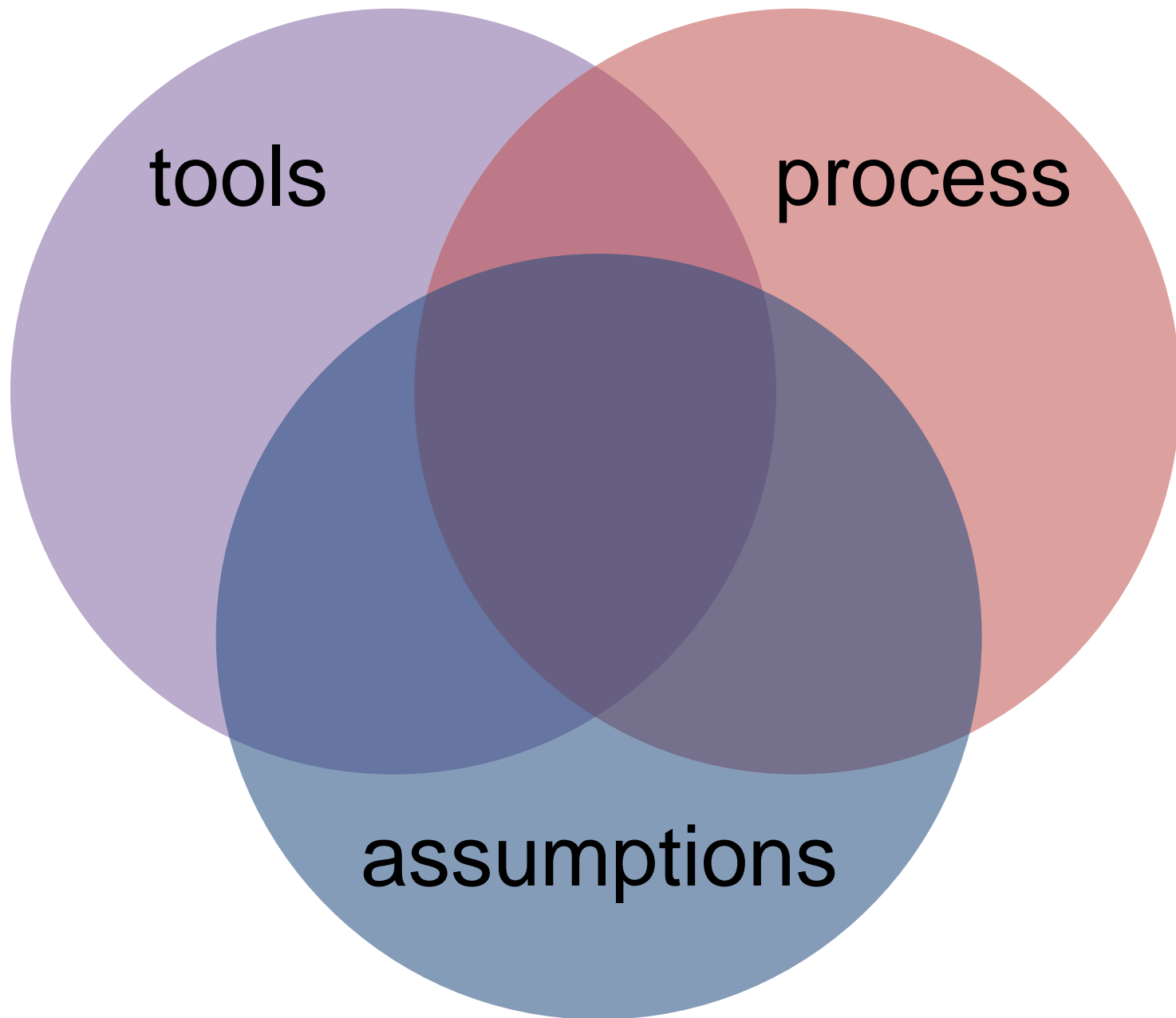
**positioning**

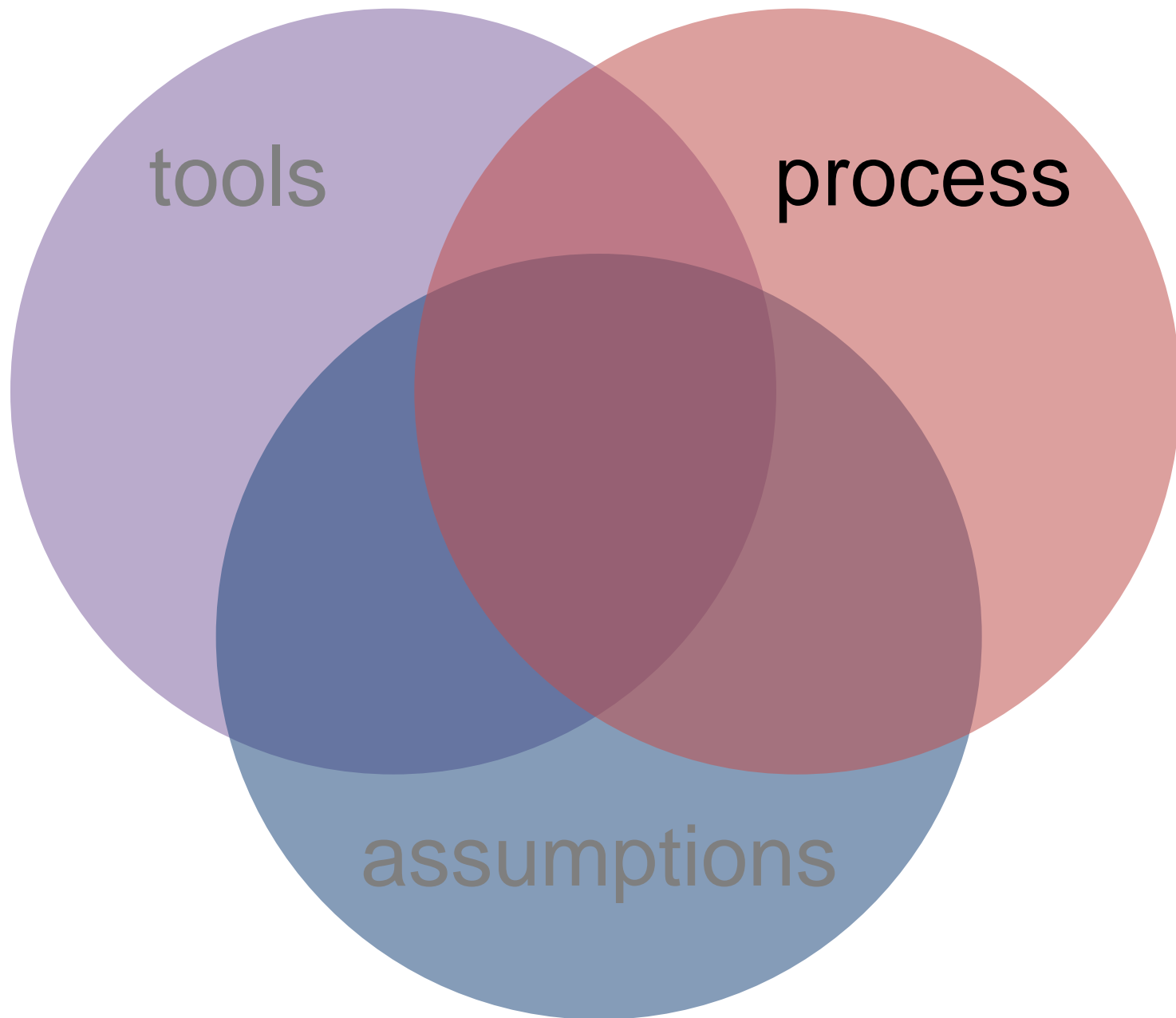




tools









## Market Requirements

Market  
Requirements

Product  
Definition



Market  
Requirements

Product  
Definition

Product  
Development



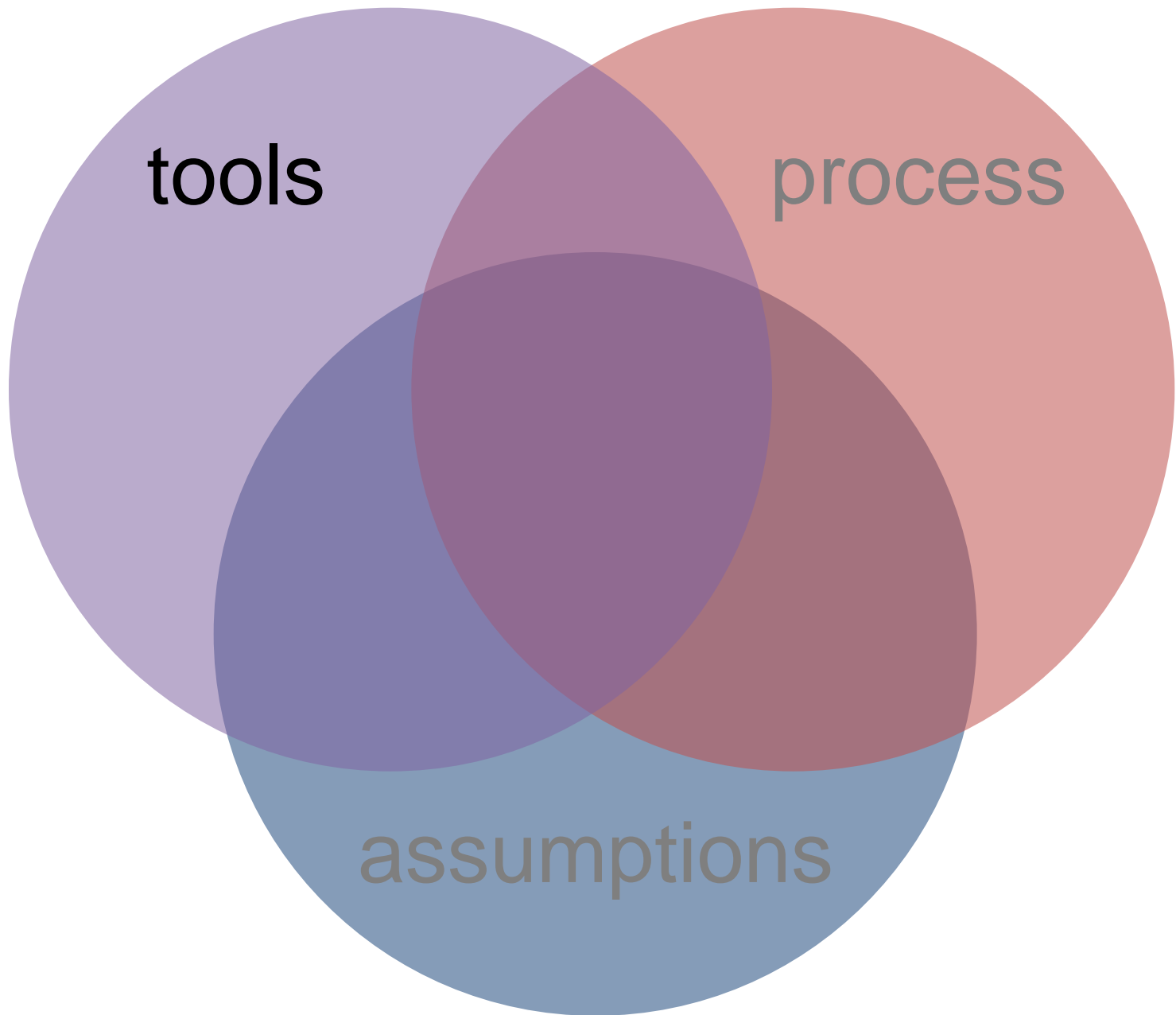
```
graph TD; A[Market Requirements] --> B[Product Definition]; B --> C[Product Development]; C --> D[Ship it!]
```

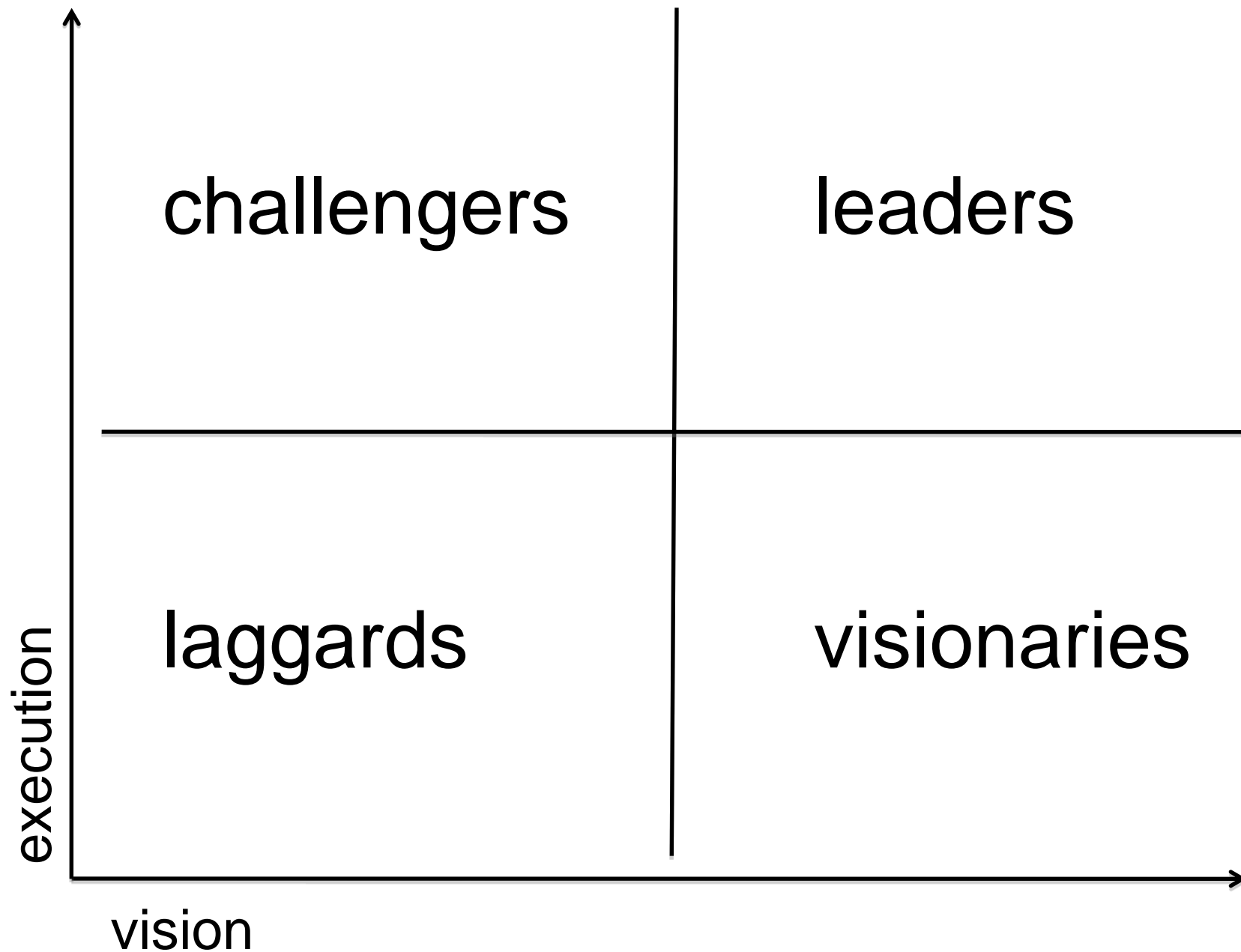
Market  
Requirements

Product  
Definition

Product  
Development

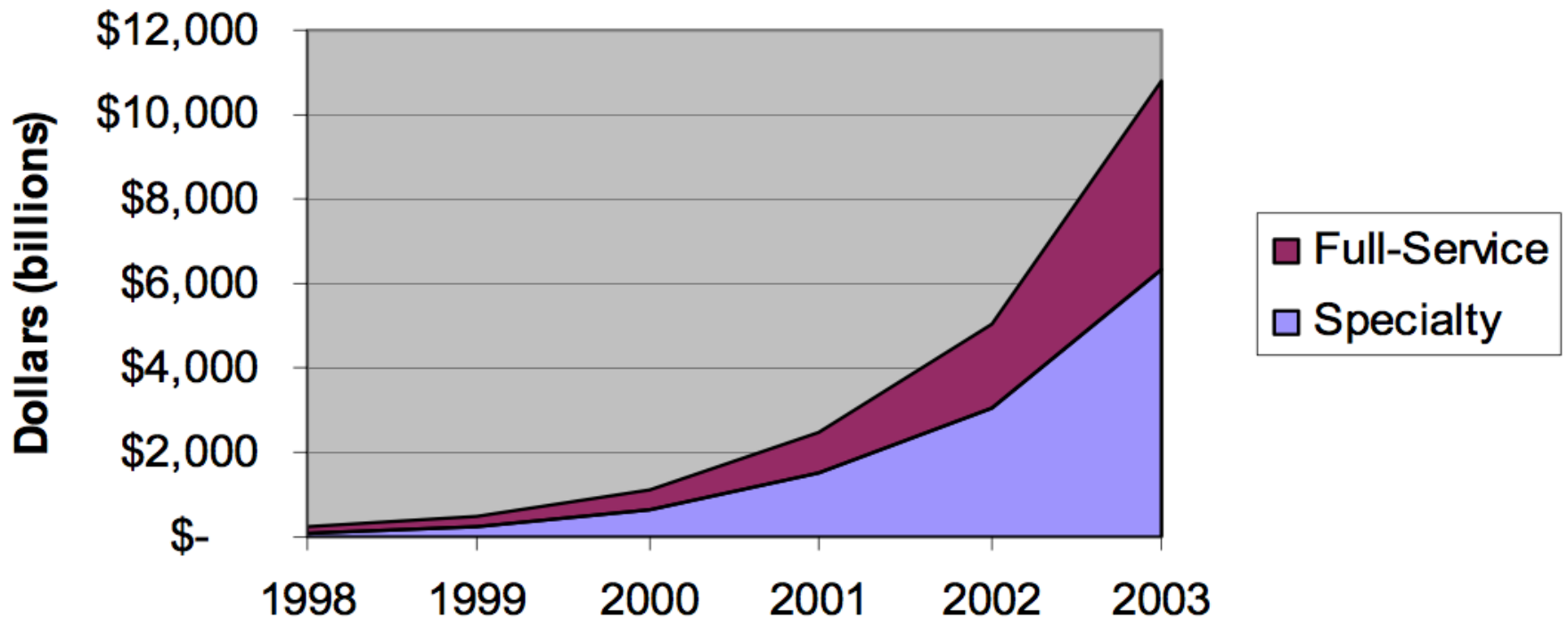
Ship it!





# Figure 1: Projected electronic grocery spending of approximately \$500 billion total industry

(Source: Name hidden )





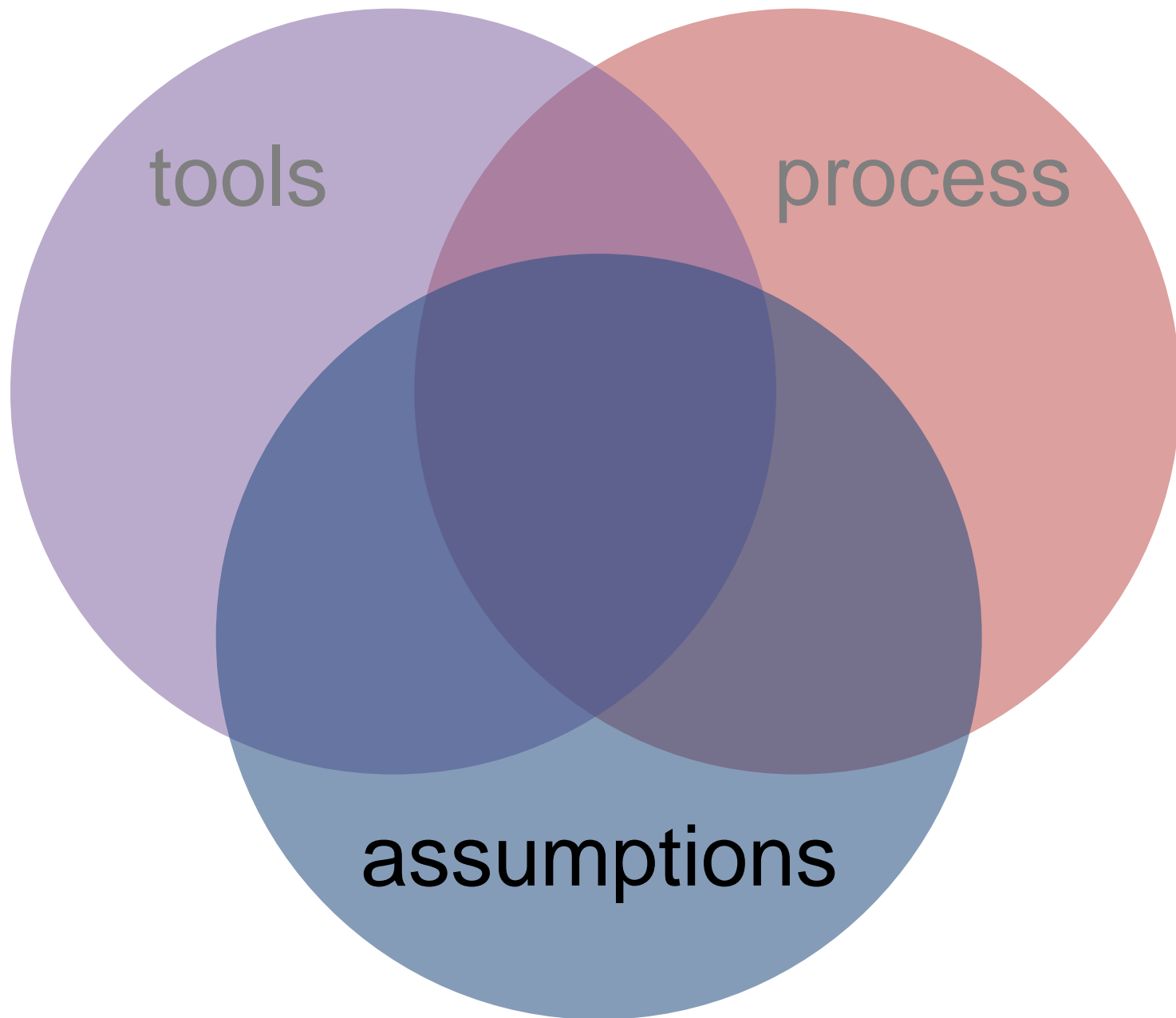


**Benchmarking** is the process of comparing one's business processes and performance metrics to industry bests.

# Archiver Feature Comparisons

DonationCoder.com

INSTALLATION	WinRAR	7-Zip	TUGZip	ALZip	FilZip	IZarc	PKZip	PowerArchiver	PowerZip	QuickZip	Squeez	WinAce	WinRK	WinZip	ZipGenius	ZipMagic	ZipZag
Shell integration	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Nested context menu entries	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Associates files properly	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
INTERFACE; USABILITY	WinRAR	7-Zip	TUGZip	ALZip	FilZip	IZarc	PKZip	PowerArchiver	PowerZip	QuickZip	Squeez	WinAce	WinRK	WinZip	ZipGenius	ZipMagic	ZipZag
Customizable	Y		Y			Y	Y	Y	Y	Y	Y	Y		Y	Y		
Skinnable	Y					Y		Y		Y				Y	Y		
Command line support	Y	Y		Y	Y	Y	Y	Y			Y		Y	Y	Y		
Keyboard shortcuts for most functions	Y		Y		Y	Y		Y	Y		Y	Y	Y	Y	Y		
Best archive size achieved (lower = better)	1.01	1.00	1.01	1.38	1.38	1.00	1.38	1.14	1.38	1.14	1.09	1.16	1.12	1.43	1.39	1.22	1.14
Best archive speed achieved (minutes)	1.52	16.48	9.20	2.33	6.14	17.12	1.35	25.41	3.17	22.36	13.25	13.25	63.15	1.55	2.50	31.25	18.40
Test format	RAR	7z	RAR	ZIP	ZIP	7z	ZIP	7z	ZIP	ZIP	SQX	ACE	RK	ZIP	ZIP	SITx	7z
FEATURES	WinRAR	7-Zip	TUGZip	ALZip	FilZip	IZarc	PKZip	PowerArchiver	PowerZip	QuickZip	Squeez	WinAce	WinRK	WinZip	ZipGenius	ZipMagic	ZipZag
Drag-n-drop archive creation	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
SFX integration (self-extracting .exe)	Y	Y	Y	Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Large archive sizes/ZIP64 (over 4G)	Y	Y	Y	Y	Y			Y	Y	Y	Y	Y	Y	Y	Y		Y
Split/Join multi-volume archives	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		Y
Solid archive creation	Y	Y	Y		Y			Y			Y	Y	Y		Y		
RAR creation	Y		Y								Y						
RAR extraction	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		Y		
7z creation		Y	Y			Y		Y			Y				Y		Y
7z extraction	Y	Y	Y	Y		Y		Y		Y	Y				Y		Y
Pause/Continue archiving operation	Y	Y		Y							Y	Y	Y				
Archive integrity test	Y	Y	Y		Y		Y	Y	Y	Y	Y	Y	Y	Y		Y	Y
Corruption repair; file recovery record	Y		Y		Y	Y		Y		Y	Y	Y			Y		Y
Encryption	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Archive comments	Y	Y	Y				Y	Y	Y	Y	Y	Y	Y	Y	Y		Y
File list report	Y						Y			Y		Y		Y	Y		Y
Batch archive extraction	Y		Y	Y	Y	Y		Y		Y	Y				Y		Y
Anti-Virus integration	Y		Y		Y		Y	Y		Y	Y	Y		Y	Y	Y	Y
Archive search	Y				Y	Y		Y		Y					Y		
SUPPORT; LICENSING	WinRAR	7-Zip	TUGZip	ALZip	FilZip	IZarc	PKZip	PowerArchiver	PowerZip	QuickZip	Squeez	WinAce	WinRK	WinZip	ZipGenius	ZipMagic	ZipZag
Robust Help file	Y						Y	Y	Y		Y		Y	Y		Y	
FAQs	Y	Y			Y		Y	Y	Y		Y	Y		Y		Y	
Tutorial	Y							Y	Y		Y		Y	Y		Y	Y
Forum support			Y		Y	Y		Y		Y	Y		Y	Y	Y		Inactive
License type (SW=Shareware)	SW	LGPL	FREE	AD	Donation	FREE	SW	SW	SW	FREE	SW	SW	SW	SW	FREE	SW	SW
Upgrade policy	Lifetime	na	na	na	na	na	Version	Lifetime	Version	na	Version	Version	Version	Subscr	Version	Version	Version



target market

customer input

competition

differentiation

target market



customer input

competition

differentiation

target market



customer input



competition

differentiation

target market



customer input



competition



differentiation

target market



customer input



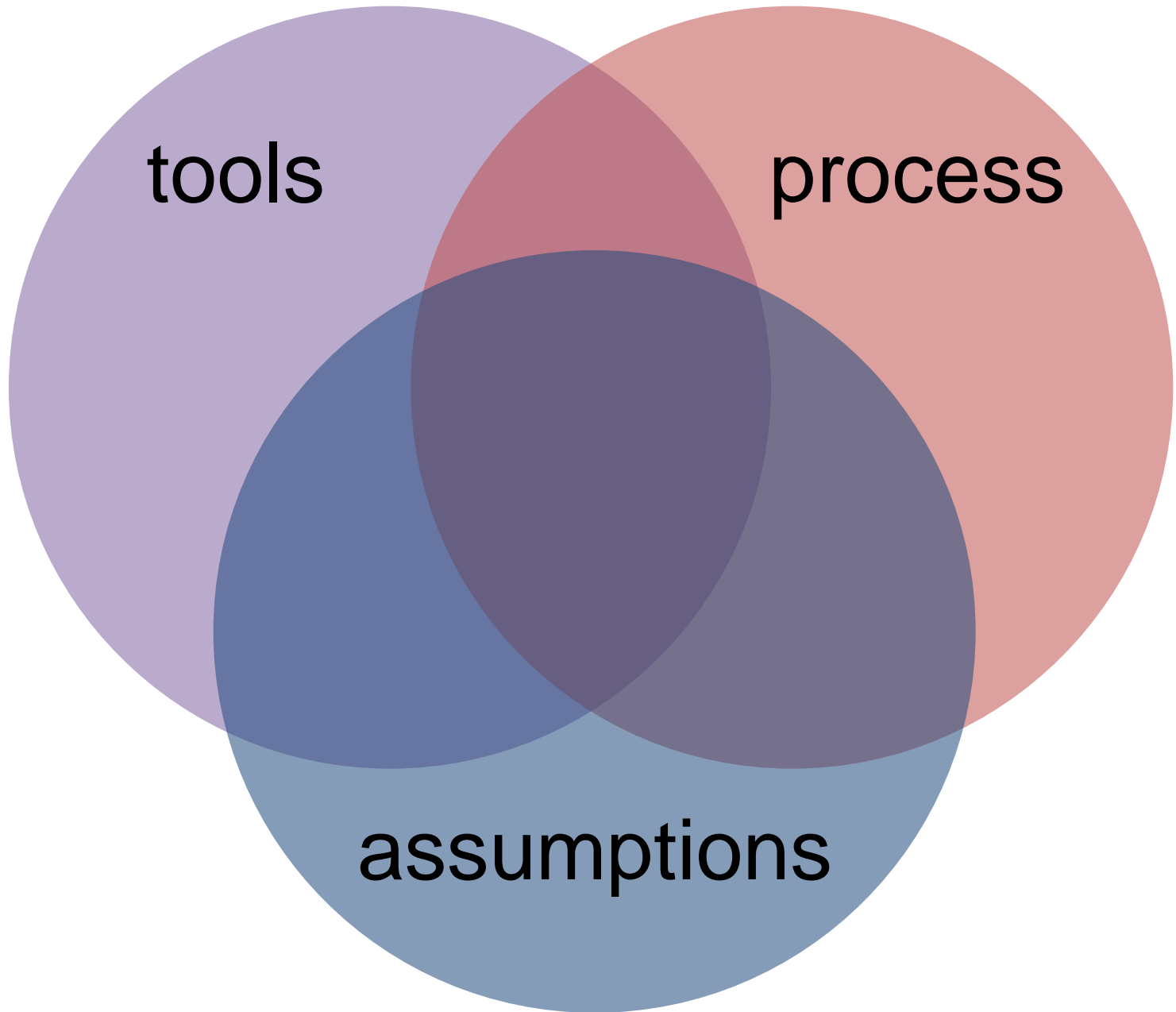
competition

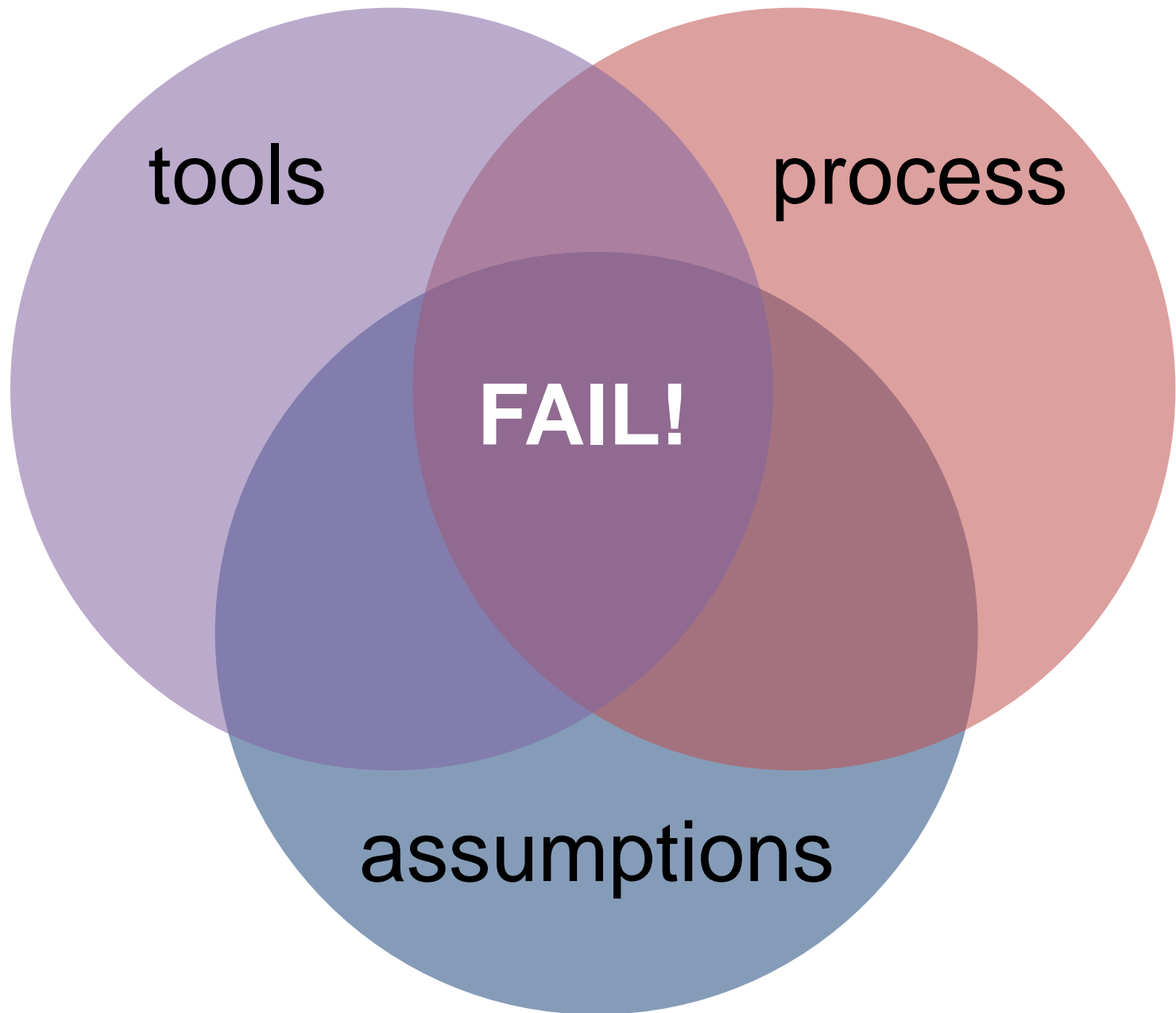


differentiation









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VERTIGO

**ADVANCE DJ COPY ONLY**

**45**

RPM

QUO DJ 2112

**1**

© 1986 Phonogram Ltd  
(London)

PROMOTION ONLY—  
NOT FOR SALE

Produced by Pip Williams for Handle Artists

**STATUS QUO**

Original sound recording made by  
Phonogram Ltd (London)

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PROMOTION ONLY—  
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Produced by Pip Williams for Handle Artists

**STATUS QUO**

Original sound recording made by  
Phonogram Ltd (London)

not

one

instance

zero.



zero.


nada.

zero.

nada.

zilch.

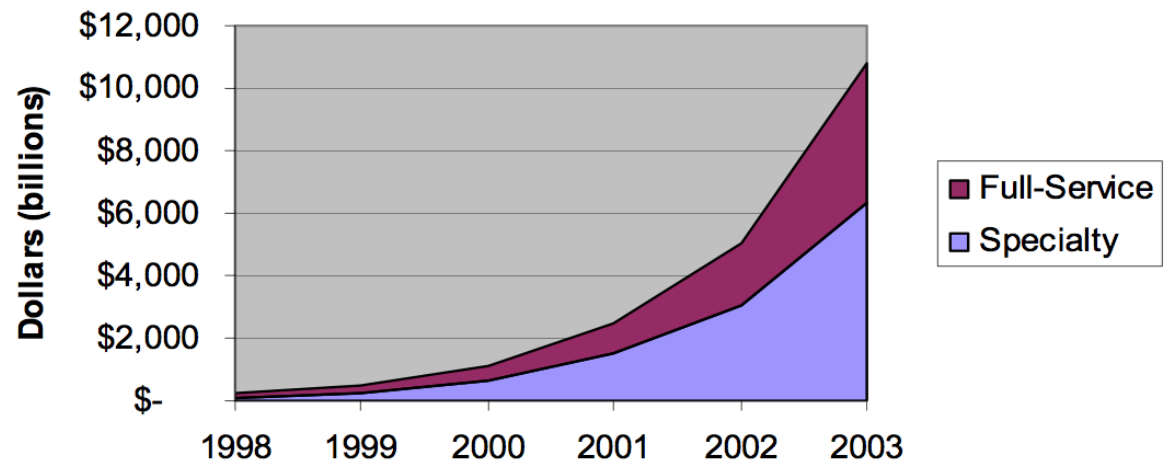
why doesn't it work?

A red rounded rectangle with a soft shadow, containing the text "Market Requirements".

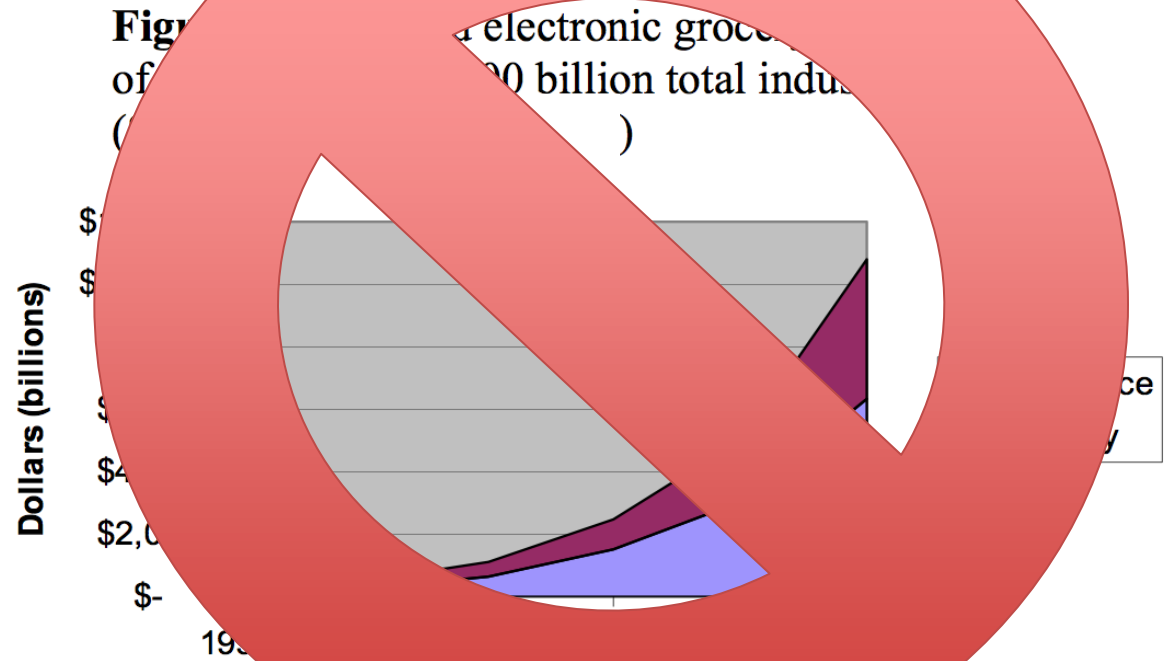
## Market Requirements

## Market Requirements

**Figure 1:** Projected electronic grocery spending of approximately \$500 billion total industry  
(Source: ] Name hidden )



## Market Requirements



Market  
Requirements



## Customer Research





Customer  
Research

customers lie

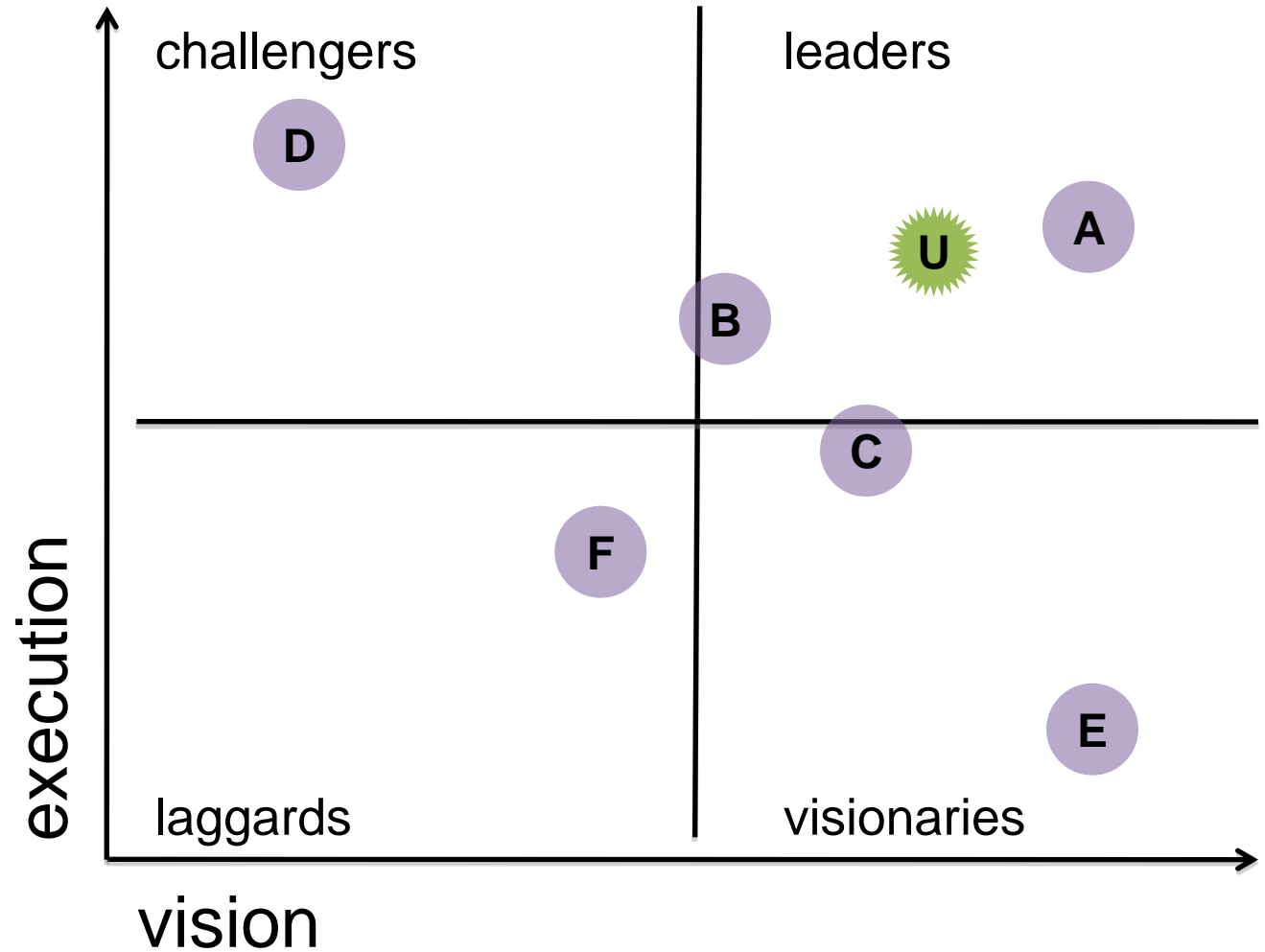
## Customer Research



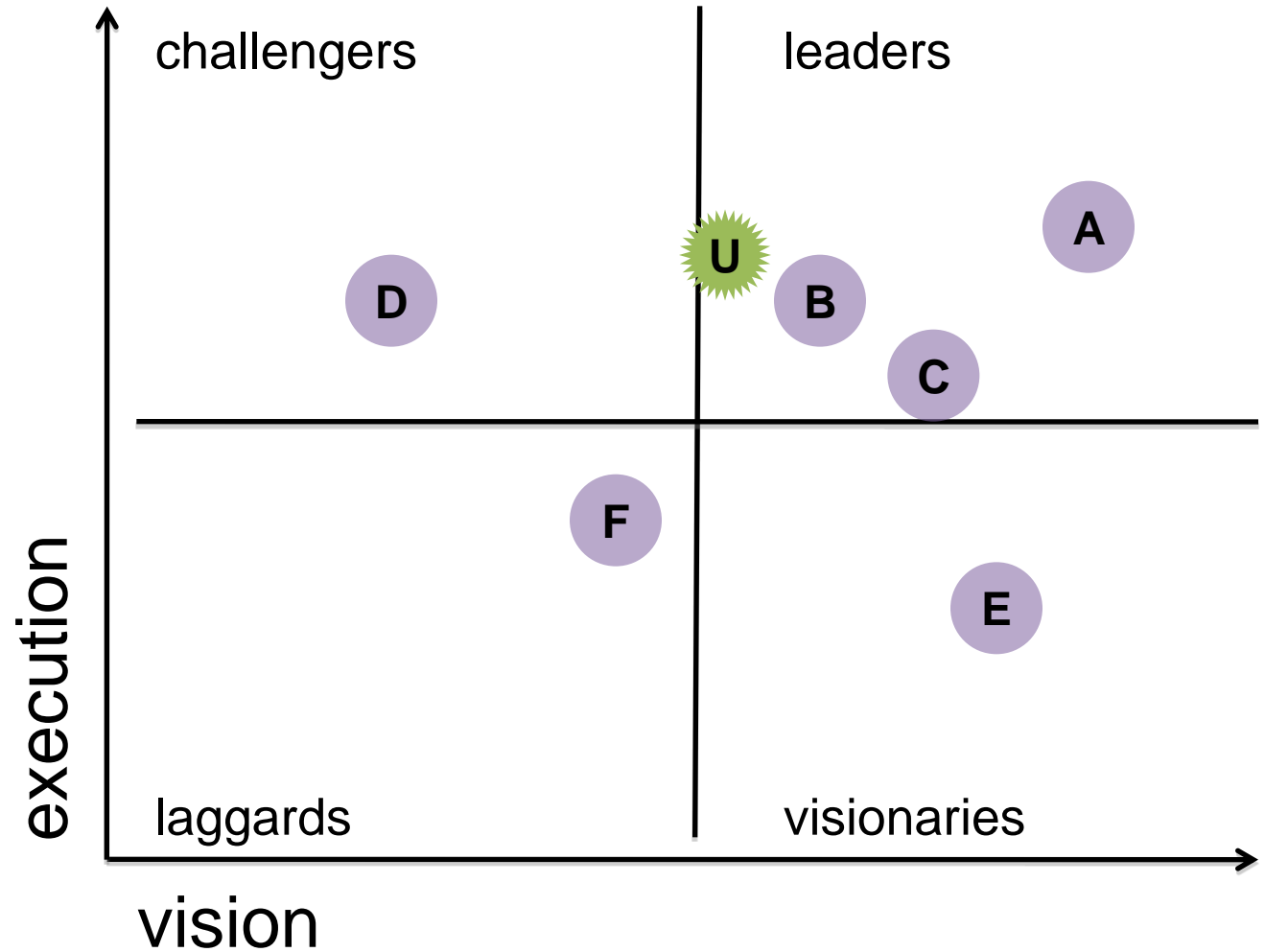
# Benchmarking

Archiver Feature Comparisons																	DonationCoder.com
INSTALLATION	WinRAR	7-Zip	TUGZip	ALZip	FilZip	IZarc	PKZip	PowerArchiver	PowerZip	QuickZip	Squeeze	WinAce	WinRK	WinZip	ZipGenius	ZipMagic	ZipZag
Shell integration	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Nested context menu entries	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Associates files properly	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
INTERFACE; USABILITY	WinRAR	7-Zip	TUGZip	ALZip	FilZip	IZarc	PKZip	PowerArchiver	PowerZip	QuickZip	Squeeze	WinAce	WinRK	WinZip	ZipGenius	ZipMagic	ZipZag
Customizable	Y		Y			Y	Y	Y	Y	Y	Y	Y		Y	Y		
Skinnable	Y		Y			Y		Y		Y				Y	Y		
Command line support	Y	Y		Y	Y	Y	Y	Y			Y	Y	Y	Y	Y		
Keyboard shortcuts for most functions	Y		Y		Y	Y		Y	Y		Y	Y	Y	Y	Y		
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FEATURES	WinRAR	7-Zip	TUGZip	ALZip	FilZip	IZarc	PKZip	PowerArchiver	PowerZip	QuickZip	Squeeze	WinAce	WinRK	WinZip	ZipGenius	ZipMagic	ZipZag
Drag-n-drop archive creation	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
SFX integration (self-extracting .exe)	Y	Y	Y	Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Large archive sizes/ZIP64 (over 4G)	Y	Y	Y	Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Split/join multi-volume archives	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		Y
Solid archive creation	Y	Y	Y		Y			Y			Y	Y	Y		Y		
RAR creation	Y		Y								Y						
RAR extraction	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		Y		
7z creation		Y	Y			Y		Y			Y				Y		Y
7z extraction	Y	Y	Y	Y		Y		Y		Y	Y				Y		Y
Pause/Continue archiving operation	Y	Y		Y							Y	Y	Y				
Archive integrity test	Y	Y	Y		Y		Y	Y	Y	Y	Y	Y	Y	Y		Y	Y
Corruption repair; file recovery record	Y	Y	Y		Y	Y		Y	Y	Y	Y	Y	Y		Y		Y
Encryption	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Archive comments	Y	Y	Y				Y	Y		Y	Y	Y	Y	Y	Y	Y	Y
File list report	Y						Y			Y	Y	Y		Y	Y		Y
Batch archive extraction	Y		Y	Y	Y	Y		Y		Y	Y				Y		Y
Anti-Virus integration	Y		Y		Y		Y	Y		Y	Y	Y		Y	Y	Y	Y
Archive search	Y				Y	Y		Y		Y					Y		
SUPPORT; LICENSING	WinRAR	7-Zip	TUGZip	ALZip	FilZip	IZarc	PKZip	PowerArchiver	PowerZip	QuickZip	Squeeze	WinAce	WinRK	WinZip	ZipGenius	ZipMagic	ZipZag
Robust Help file	Y				Y		Y	Y	Y		Y		Y	Y		Y	
FAQs	Y	Y					Y	Y	Y		Y	Y		Y		Y	
Tutorial	Y							Y	Y		Y			Y		Y	
Forum support			Y		Y	Y		Y		Y	Y		Y	Y	Y		Inactive
License type (SW=Shareware)	SW	LGPL	FREE	AD	Donation	FREE	SW	SW	SW	FREE	SW	SW	SW	SW	FREE	SW	SW
Upgrade policy	Lifetime	na	na	na	na	na	Version	Lifetime	Version	na	Version	Version	Version	Subscr	Version	Version	Version

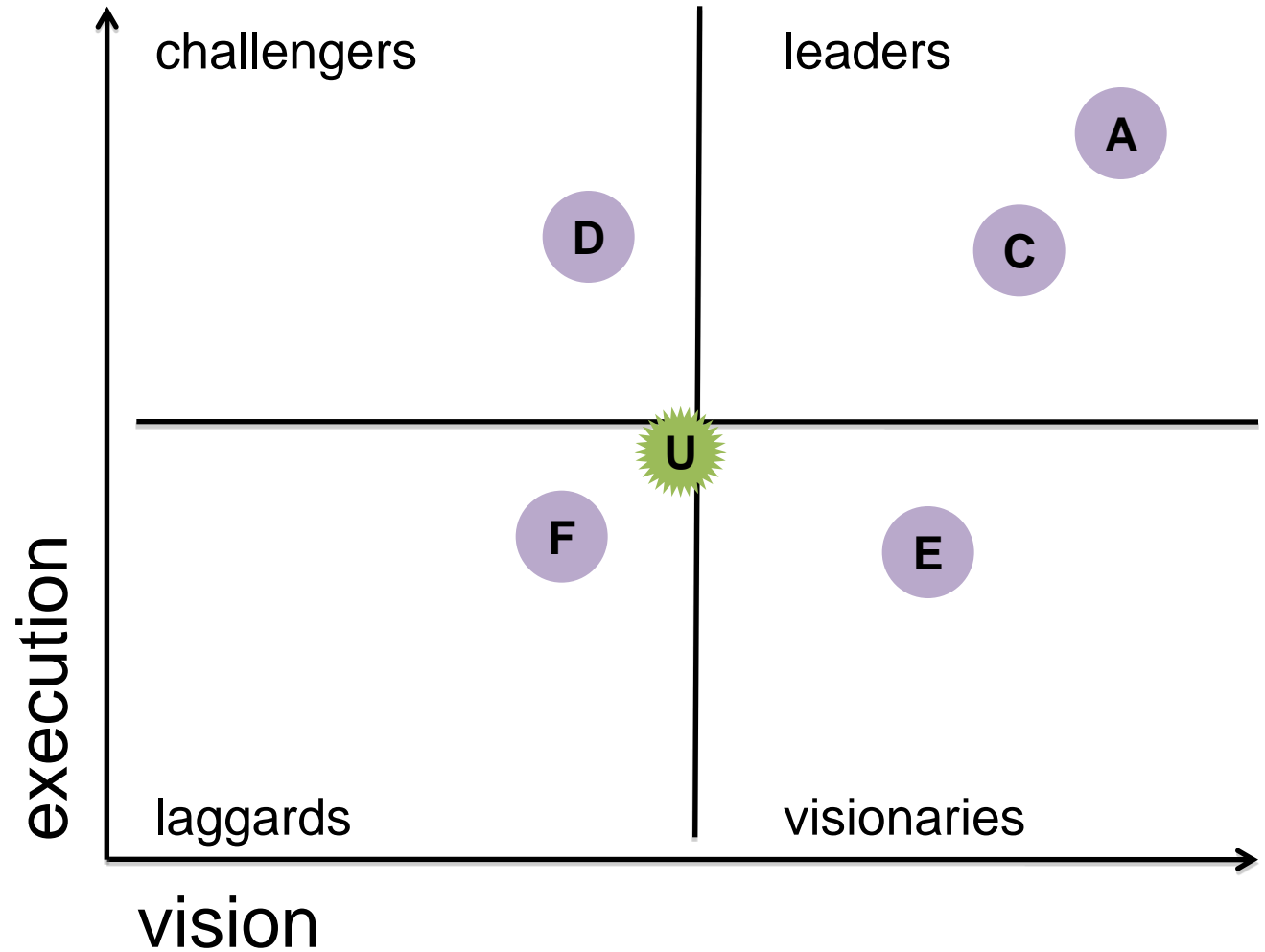
## Benchmarking



## Benchmarking



## Benchmarking



## Benchmarking



## Benchmarking





## Assumptions



target market

X

customer input

competition

differentiation

target market

X

customer input

X

competition

differentiation

target market

X

customer input

X

competition

X

differentiation

target market

**X**

customer input

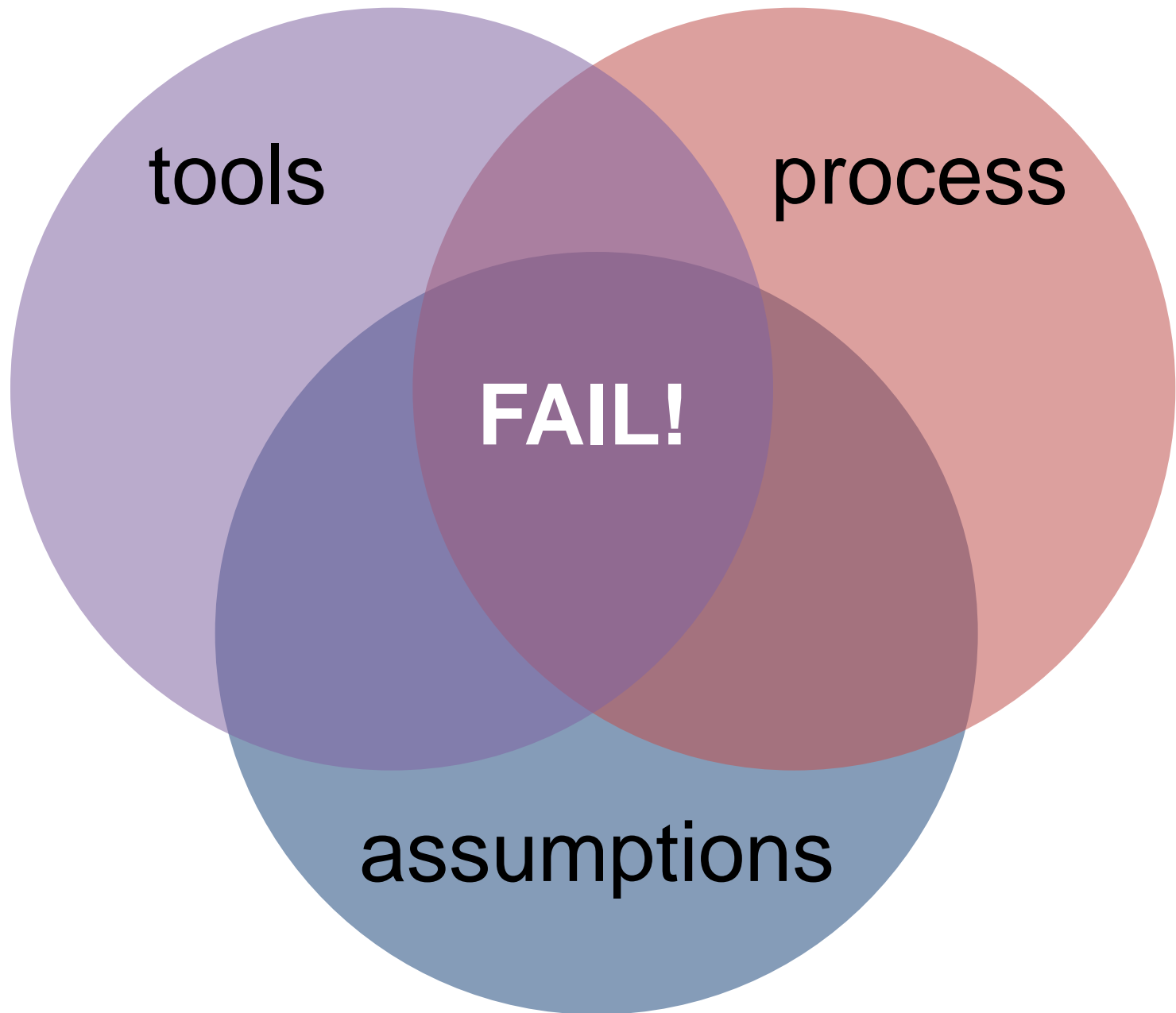
**X**

competition

**X**

differentiation

**X**





Everything

is going

to be

okay

what does better look like?









*A change in perspective is  
worth 80 IQ points.*

- Alan Kay

Best  
Imaginable  
Product

Best  
Imaginable  
Product

Design  
as a  
Product

Best  
Imaginable  
Product

Design  
as a  
Product

Self  
as a  
Customer

Best  
Imaginable  
Product



**Peter C. Wilton**

Senior Lecturer (Continuing)

[Haas Marketing Group](#)

415-474-5151

Email: click on the envelope icon below for full email address

Academic Status: On duty

Office Hours: Thursdays 2:30 - 4 p.m., F545

[Curriculum Vitae](#) (in PDF format, [Acrobat Reader](#) required)



[LinkedIn Profile](#)

Best  
Imaginable  
Product





Best  
Imaginable  
Product

What is the best imaginable  
experience possible?

Best  
Imaginable  
Product



Best  
Imaginable  
Product



Best  
Imaginable  
Product



Best  
Imaginable  
Product







Best  
Imaginable  
Product

Best  
Imaginable  
Product



Best  
Imaginable  
Product





Best  
Imaginable  
Product



Best  
Imaginable  
Product

what are you trying to accomplish?

Best  
Imaginable  
Product

jetBlue  
AIRWAYS®

Best  
Imaginable  
Product

is it best imaginable?

Best  
Imaginable  
Product

**ESPN**

Best  
Imaginable  
Product



Best  
Imaginable  
Product



Best  
Imaginable  
Product

what are you trying to accomplish?



Best  
Imaginable  
Product





Design  
as a  
Product

when is the last time you heard this  
about a hotel?

*I love you, I love you,  
I love you!*

Design  
as a  
Product

Design  
as a  
Product

*I never met an Ace Hotel that  
I didn't like and so far I've  
met 3 out of 4 of them.*

Design  
as a  
Product

*My room came with a guitar  
which made me excited -  
"Look, I could play a guitar!"*

*loved the vintage feel but  
VERY clean and everything  
done RIGHT.*

Design  
as a  
Product



Design  
as a  
Product

*This place is not just for hipsters darlings. We are 25 years too old for such a label and loved every little thing about our stay here!*



Design  
as a  
Product

*LOVE LOVE LOVE The Ace  
in NYC.*

*For under \$100/night, you  
can get a great room in the  
heart of the Pearl District.*

Design  
as a  
Product

Design  
as a  
Product

*Ace Hotel Portland is very  
Portland. And by "Portland" I  
mean weird. In a good way.*

Design  
as a  
Product

*It doesn't get better  
than the Ace!*



Design  
as a  
Product

Design  
as a  
Product



Design  
as a  
Product



Design  
as a  
Product





Design  
as a  
Product



Design  
as a  
Product



Design  
as a  
Product





Design  
as a  
Product



Design  
as a  
Product



Design  
as a  
Product





Design  
as a  
Product

Self  
as a  
Customer





**INNOVATION AND ENGINEERING LEADERSHIP**  
*Growing Profitable Companies with Novel Technology*

**PROFILE**

- Seasoned Senior Engineering Leader for companies with a global market reach. A successful founder of technology-based startups and Fortune 500 Executive with experience in Software, Web 2.0, Hosted Software, Subscription Services in the Technology, Financial Services, and Government markets.
- High energy, positive, and motivating style which facilitates success in leading change, staff development, accurate budgeting, technical operations and realistic product development.
- Established track record for delivery of innovative products, services, business models, information technology, and engineering methods which perform in the marketplace and push the envelope of profitability.

**SELECTED ACCOMPLISHMENTS**

**Engineering**

- Increased release cycle frequency from an 18 month to 1 month cycle while reducing product defects 90% by implementing agile development techniques and component architecture.
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- Created several leading hosted (software as a service) Java products (InstantVPN, InterACT, Java-servlet web server plug-in, and SOHOConnection) targeted to the small to medium-sized business segment at Servlet Inc.
- Designed and implemented vertical market software application for fruit and produce wholesalers that improved productivity by 56% on average over prior approaches.

**Technical Operations**

- Led a global team to design, implement, and manage 24x7 network services platform in six regional data centers to support over 60 million visits per month and support Sun's web, blog, syndication, e-commerce, and network services applications.
- Created and operated the hosted (software as a service) platform supporting over 300,000 users in two redundant data centers in Ohio and Silicon Valley for Servlet Inc.
- Managed, consolidated, and updated 6 distributed data centers and 200 branch offices for Charles Schwab resulting in \$16M in cost savings over two years and increased capacity and availability.
- Established and maintained data center and application platforms on distributed systems for EBMUD achieving 99.98% availability at the application layer.
- Designed, implemented, and operated early internet service provider infrastructure for mail and web services supporting over 500,000 accounts.

**Staff Development**

- Established a global engineering team with a "follow the sun" development model spanning North America, Asia, Middle East, and Europe. Including the provisioning of a new development staff of 50 people in Beijing.
- Secured the promotion of 8 Senior Staff Engineers to Distinguished Engineer in an area of Sun that never had Distinguished Engineers during the history of the company.
- Requested frequently by engineers, managers, and junior executives to act as a mentor and coach. Established and maintained dozens of these relationships.
- Recruited Engineering management and leadership talent in each position and at each company.
- Established global technical community and engineering conference with over 5,000 active participants.

**Business**

- Increased Sun Microsystems revenue from \$102M to \$331M, surpassed software sales projections 186% and reversed a four year decline in Training and Education revenues by developing, introducing, and guiding the operation of four new automated services targeting professional developers and systems operators.
- Founded five startup companies of which four were acquired and one is in current operation. Secured over \$50M in funding for these enterprises.
- Sponsored and executed two acquisitions at Sun of Aduva and SevenSpace. Both acquisitions were accretive within the first year and added core technology and depth to the talent pool.

Self  
as a  
Customer



Self  
as a  
Customer

Mike Propst Resume Profile Contact

Last updated July 21st 2010 Resume powered by emurse

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**MICHAEL R. PROPST**

Austin, TX 78741  
www.nonsensor.com

---

**SKILLS**

Software:

- Adobe Photoshop
- Adobe Illustrator
- Adobe InDesign
- Microsoft Office
- Mac OS and Windows

Languages:

- Fully versed in (X)HTML
- Fully versed in CSS
- Highly capable in JavaScript
- Working knowledge of PHP and ASP

Knowledge:

- Image optimization for the web
- Semantic markup
- Web standards
- Legal accessibility of websites
- Software usability

---

**WORK EXPERIENCE**

Blogsmith / AOL, Dulles, VA / New York, NY (remote) **2007 - Current**

*Principal User Interface Designer*

Create the tools behind the world's most powerful rapid publishing platform.

Design the Content Management System that hundreds of professional bloggers at AOL use daily to create content for some of the world's most popular blogs, including TMZ.com, Engadget, Politics Daily, and Autoblog.

Self  
as a  
Customer



The image is a screenshot of a LinkedIn profile for a user named Genghis Khan. The profile is displayed in a browser window with a standard Windows taskbar at the top. On the left side, there is a profile picture of Genghis Khan in traditional Mongol attire. Below the picture, there are several interactive options: 'Contact Genghis', 'Forward This Resume', 'Invite a Friend', and 'Add Comment'. Further down, the 'Genghis' Information section is visible, showing the location as 'SANTA MONICA, CA', the title as 'Conquerer', the status as 'Keeping my options open', and the experience as '12+ years'. The main content area on the right is titled 'Genghis Khan' and contains two sections: 'SUMMARY' and 'PROFESSIONAL EXPERIENCE'. The summary describes him as the founder, ruler, and emperor of the Mongol Empire, highlighting his aggressive foreign policy and the empire's expansion. The professional experience section lists his role as 'Emperor(Khan) of the Mongol Empire (Feb 1206-March 1227)' and includes three bullet points detailing his achievements: creating an extensive spy network and Yam route system, maintaining and growing a portfolio of conquered companies with a GNP of 20 billion yuan, and maintaining a staff of 1 million with 11 direct reports.

**Genghis Khan**

---

**SUMMARY**

Previously the Founder, Ruler, and Emperor of the Mongol Empire, the largest contiguous empire in history. United many of the nomadic tribes of northern Asia. Pursued an aggressive foreign policy by starting the Mongol invasions of East and Central Asia.

---

**PROFESSIONAL EXPERIENCE**

Emperor(Khan) of the Mongol Empire (Feb 1206-March 1227)

- Creation of an extensive spy network and Yam route systems.
- Maintains and grew a portfolio of conquered companies reaching a GNP as large as 20 billion yuan a year.
- Maintained staff of 1 million, with 11 direct reports.

Self  
as a  
Customer

## Joel Spolsky

New York, NY

[joelonsoftware.com](http://joelonsoftware.com)



90th percentile on for [c#](#) [expression](#) [language-features](#) [statement](#) [vb6](#)

[winapi](#)

80th percentile on for [c++](#) [asp.net](#) [asp.net-mvc](#) [ini](#) [excel](#) [sql](#)

3 years of experience in [vba](#) [excel](#) [c++](#) [com](#) [mfc](#)

2 years of experience in [java](#) [vb6](#)

Currently at **Fog Creek Software** and **Stack Overflow LLC** and **Apress**; 7 previous positions listed.

Seeking **full-time position**.

“ Joel Spolsky is an expert on software development, the founder of [Fog Creek Software](#), and the co-creator of [Stack Overflow](#). His website [Joel on Software](#) is popular with software developers around the world and has been translated into over thirty languages. He has written four books about software development, including Smart and Gets Things Done: Joel Spolsky's Concise Guide to Finding the Best Technical Talent (Apress 2007). ”

## Technologies

Likes: [c#](#) [python](#) [excel](#) [ruby](#) [javascript](#) [jquery](#)

Dislikes: [java](#) [c++](#)

## Experience (7)

### CEO and co-founder

*Fog Creek Software*

2000 - Current

Co-founder, with Michael Pryor, of a software company in New York City. Back in 2000 we started with





## Gary Patterson

Senior Vice President, Sales

Chicago, IL 60611  
United States

[gary@gogomail.com](mailto:gary@gogomail.com)



m: 323-666-7777

Self  
as a  
Customer

### Summary

MBA, Senior Vice President of Sales with more than 20 years of domestic and international large-scale Customer Relationship Management (CRM) and engagement experience in developing and implementing strategic technology initiatives, and delivering high customer satisfaction levels.

Breadth of experience encompasses: program/practice management, management of the entire information system lifecycle, workflow automation, and software process evaluation and improvements.

**Additional strengths and capabilities include:** Strategic Account Management; Contract Negotiations; Establishing & Nurturing Client Relations; P&L Management & Budgeting; Quality & Improvement Mindset; Creating a Shared Professional Service Vision; Facilitating Interdepartmental Cooperation.

### Work History

#### Alterian, Inc.

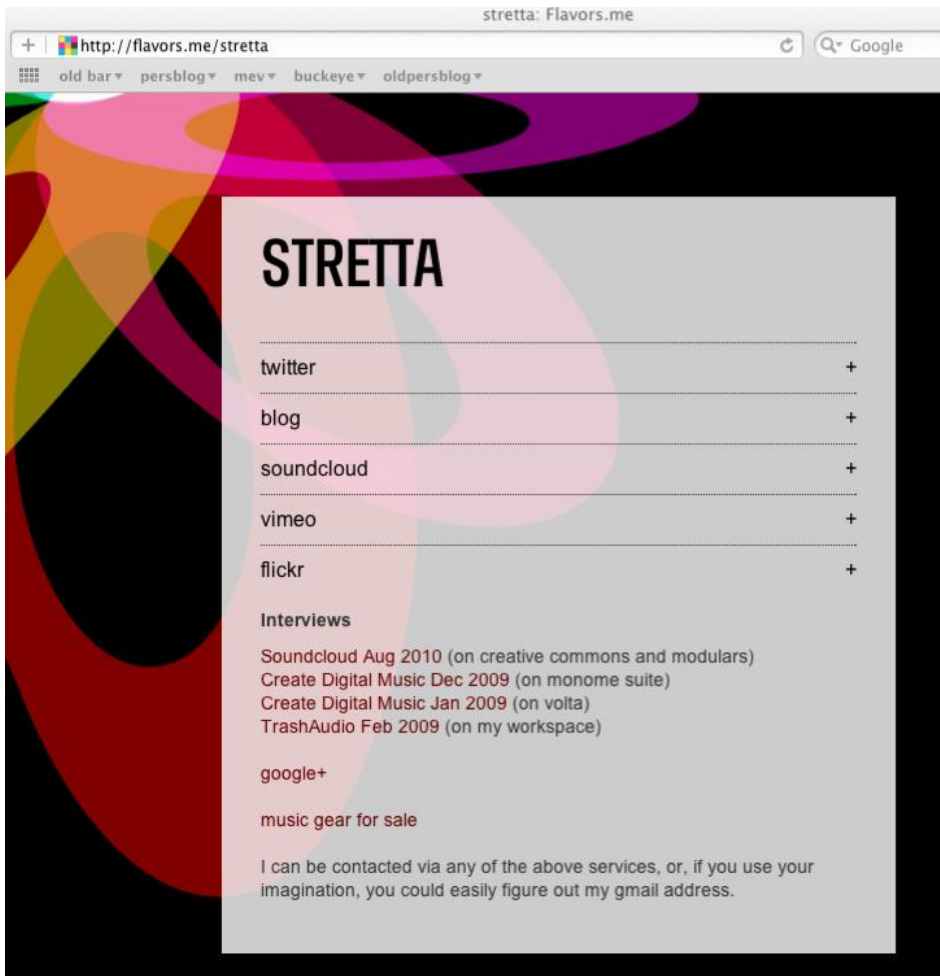
Chicago, IL, United States

1994 - Present

#### Senior Vice President, Sales

- Division-wide responsibility for Profit and Loss, Accounting, Finance, Sales
- Doubled sales while cutting operating expenses over 33%
- Reengineered internal management, customer service and lead development infrastructure
- Achieved significant savings by renegotiating vendor contracts
- Report directly to company President

Self  
as a  
Customer





Self  
as a  
Customer



**INNOVATION AND ENGINEERING LEADERSHIP**  
*Growing Profitable Companies with Novel Technology*

**PROFILE**

- Seasoned Senior Engineering Leader for companies with a global market reach. A successful founder of technology-based startups and Fortune 500 Executive with experience in Software, Web 2.0, Hosted Software, Subscription Services in the Technology, Financial Services, and Government markets.
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Self  
as a  
Customer

# Self as a Customer



charles SCHWAB

## Innovation

66% Startup success rate

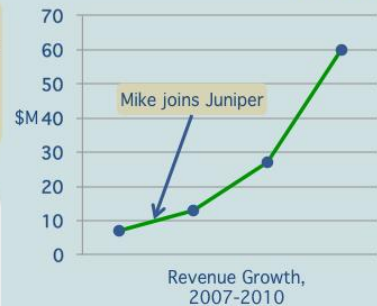
110 Shallow temperature gradient holes drilled with UNR

7,200,636 Patent for Mail Aggregation

30+ Products and Services designed, developed, and released

8 Age of first business, Snack Swap (shut down by the man)

48M Largest deal won, ATT in 2004



Mike Harding



Personal Mission:  
Be a Good Ancestor

"The release of Space is a really big deal IHMO. I truly appreciate your leadership & vision."  
Mike Rose, EVP Juniper Networks - November, 2010



2.6M Visitors to Personal Blog



25,000+ Developers attracted to [Servlet.com](http://Servlet.com)

## Community

2005 Sun Leadership Award Winner

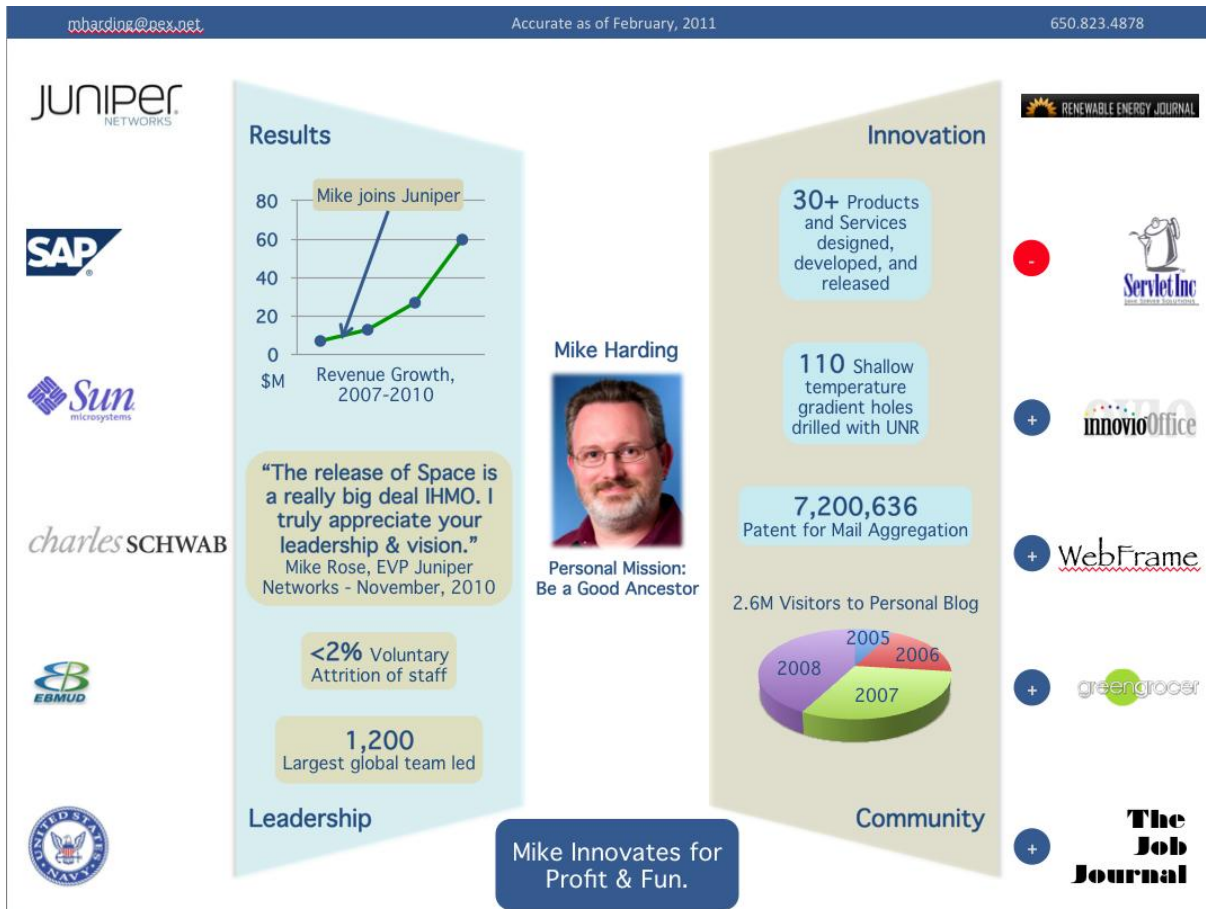
<2% Voluntary Attrition of staff

1,200 Largest global team led

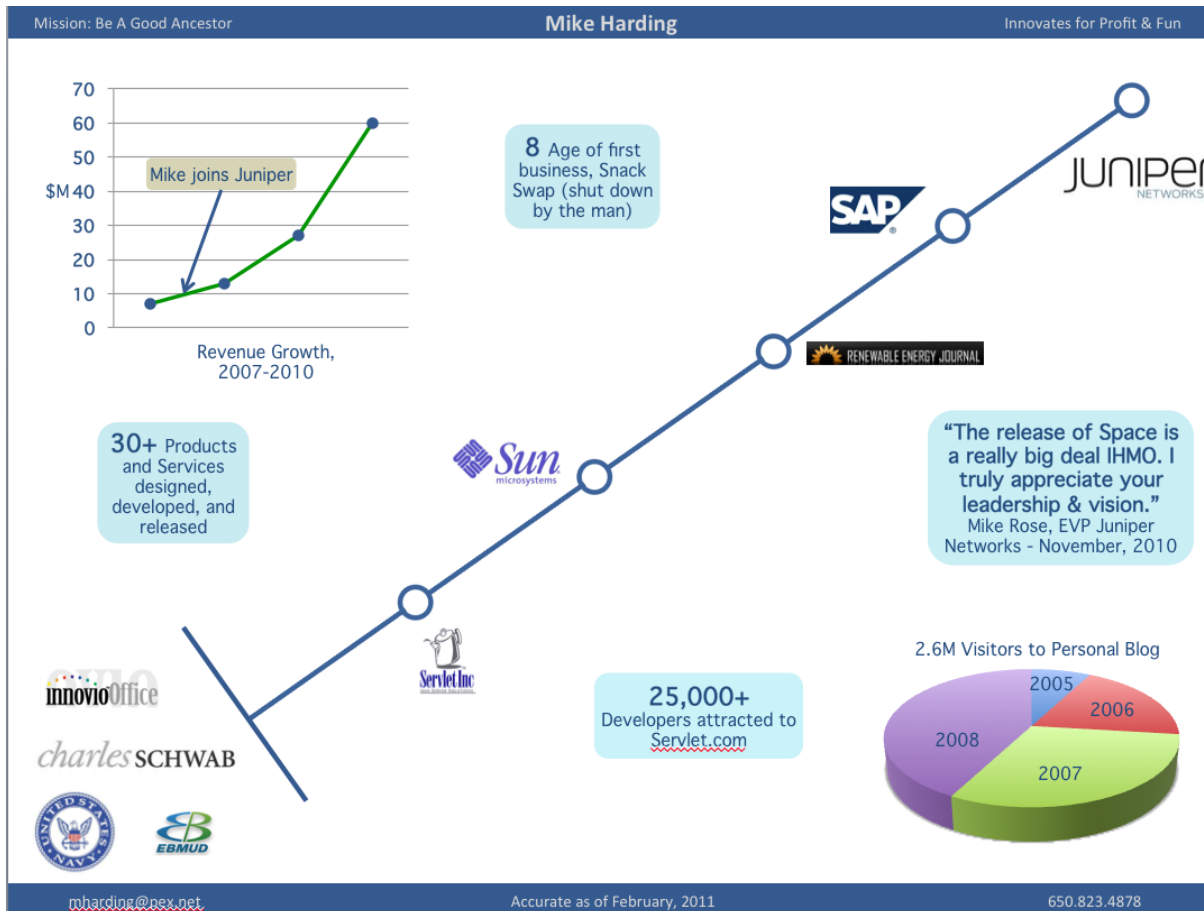
## Leadership



Self  
as a  
Customer



Self  
as a  
Customer



Self  
as a  
Customer

Mission: Be A Good Ancestor

Mike Harding

Innovates for Profit & Fun

Name: Mike Harding

Position: General Manager  
Company: Juniper Networks  
Joined: 2008  
SOC: 280 staff/contractors  
Budget: \$28M (2011)  
Revenue: \$110M (2011)  
Reports to: Executive VP



Juniper Highlights:

New packaging, complete product line refresh,  
influenced company strategy toward software,  
introduced Agile development, delivered SDK

### Career Statistics

Dates	SOC	Budget	Revenue
1985-2011	1-1,200	\$0-\$150M	\$0-\$450M

Pos	Date	SOC	Bud	Rev	RPT
VP	2006	1,200	\$150M	\$450M	EVP



Pos	Date	SOC	Bud	Rev	RPT
CEO	1997	25	\$5M	\$7M	BOD



Pos	Date	SOC	Bud	Rev	RPT
Dir	1995	12	\$13M	N/A	GM

charles SCHWAB

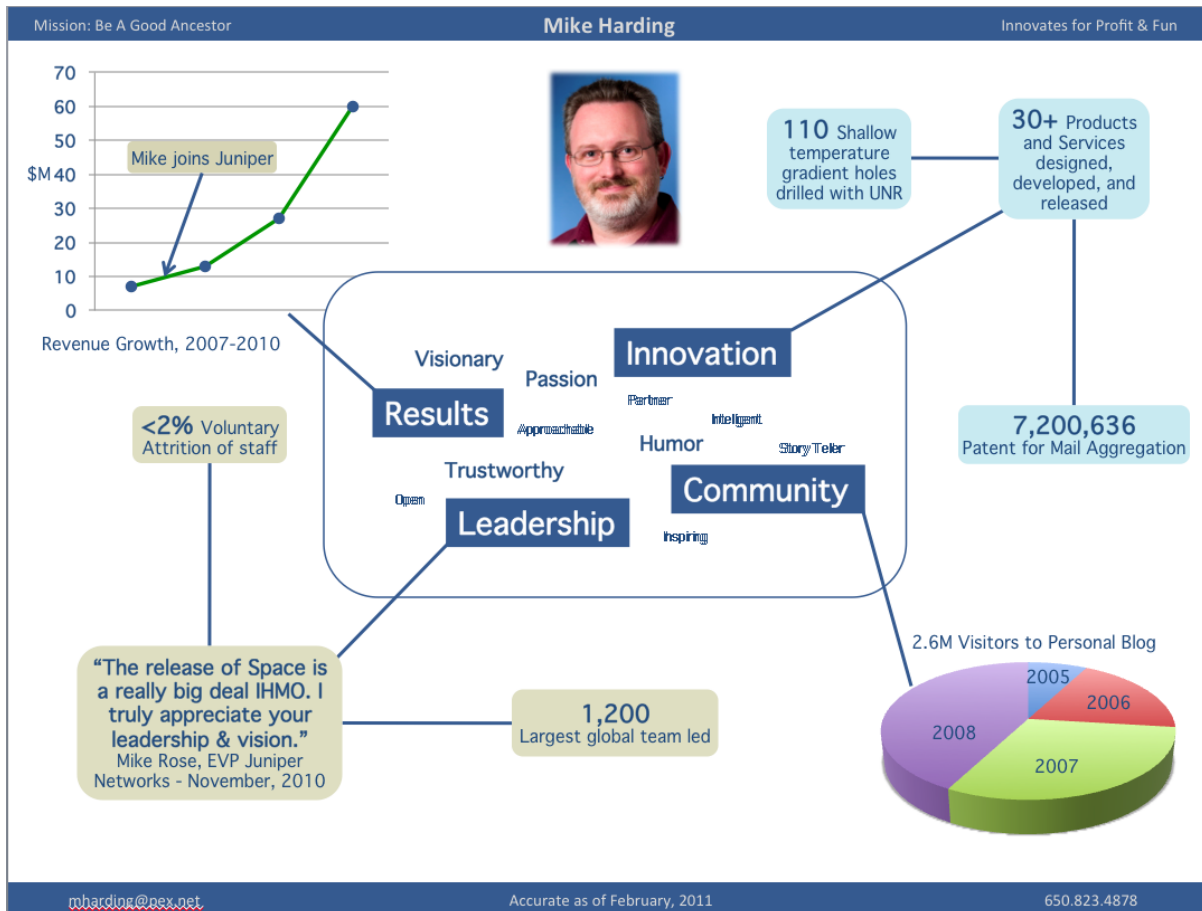
Pos	Date	SOC	Bud	Rev	RPT
Eng	1991	N/A	N/A	N/A	Dir



Pos	Date	SOC	Bud	Rev	RPT
CTO	1986	130	\$6M	\$16M	CEO

**The  
Job  
Journal**

# Self as a Customer





# THE ECONOMICS OF STAR WARS

## 1 The empire begins

When George Lucas was negotiating with 20th Century Fox to make the first movie, the director opted for a week salary, while negotiating for final cut of the film, 50 percent of the net box office gross, all rights to future sequels and ownership of all the merchandising rights for "Star Wars."



## 2 Worldwide Office box revenue

Adjusted for inflation (US)



TOTAL STAR WARS FILM SERIES: **\$4,550,450,008**

## 3 Cost ...

Original cost for the first Star Wars film

**\$13M**



Grossed at box office

**\$1.4B**

## 4 A saga for 30 years

Three generations have played with the same Star Wars. Boys, sales of games and toys have made up the bulk of Star Wars revenue over the last three decades.



## 5 The merchandise

Videogames

**\$1.6B**

Generated in the box office

**\$4.55B**

Action figures and other toys

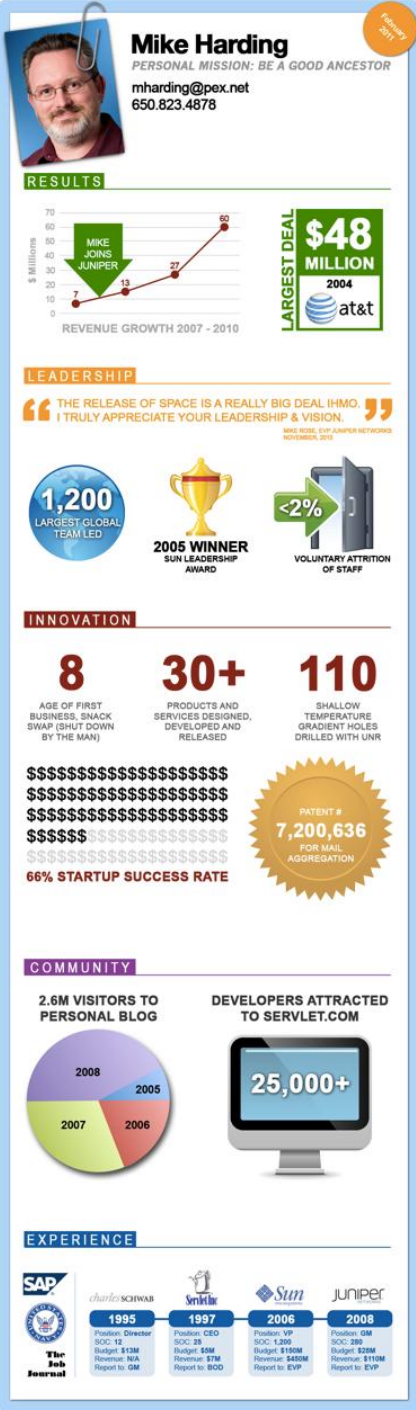
**\$9B**



## 6 Star Wars franchise has earned more than

**\$22,000,000,000**

Self  
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Customer



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as a  
Customer





Self  
as a  
Customer

*HR Professionals:  
Yuck, breaks my tools!  
(but I'd contact anyway)*

Self  
as a  
Customer

*HR Professionals:  
Yuck, breaks my tools!  
(but I'd contact anyway)*

Self  
as a  
Customer

*Candidates:  
When can I create my re.vu?*

*HR Professionals:  
Yuck, breaks my tools!  
(but I'd contact anyway)*

Self  
as a  
Customer

*Candidates:  
When can I create my re.vu?*

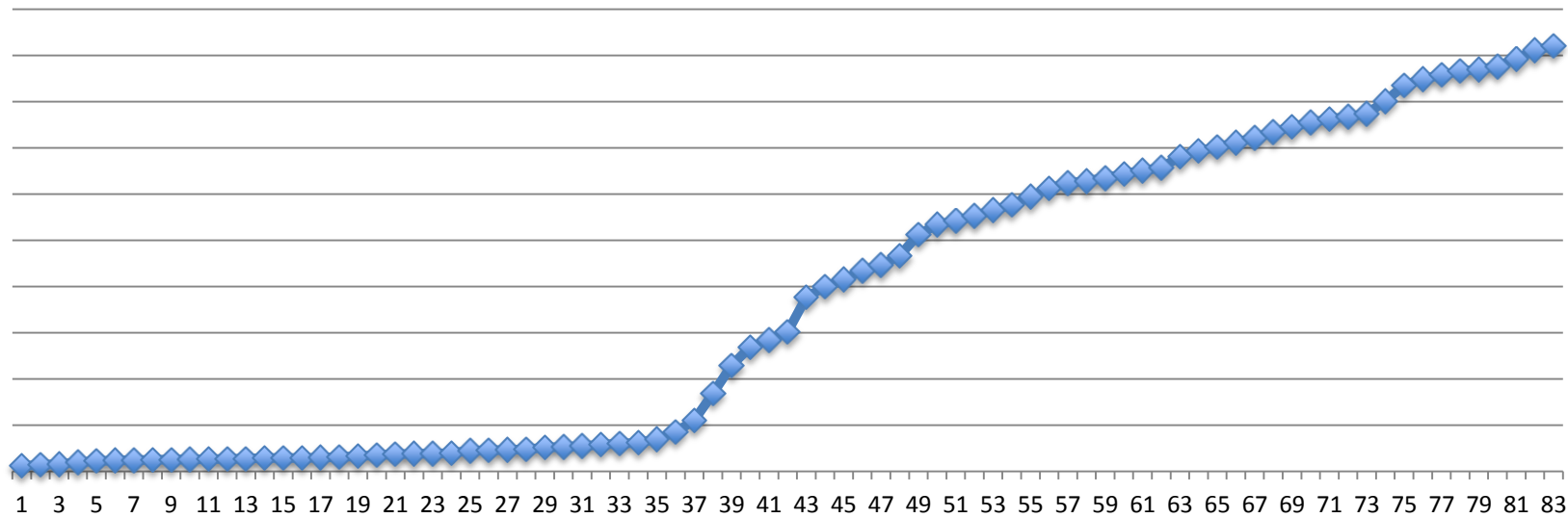
*Hiring Managers:  
Wish more candidates would  
use this sort of resume.*

Self  
as a  
Customer



Self  
as a  
Customer

re.vu user growth 2011



# BARACK OBAMA

## 44th President of the United States of America

Updated November 2011

2012

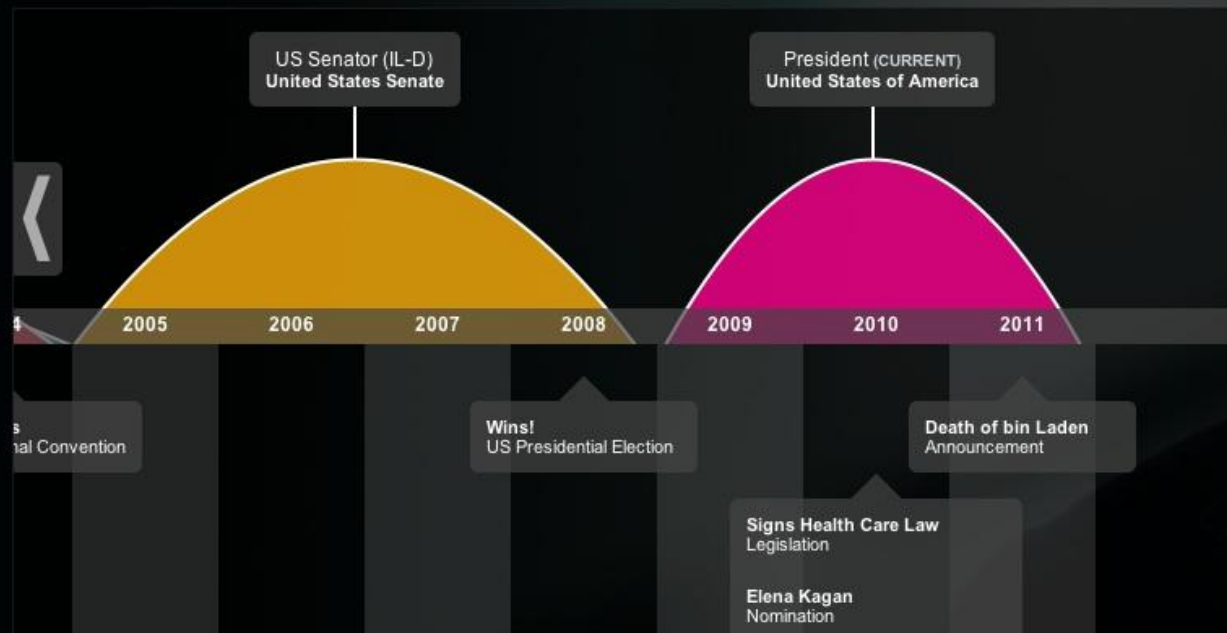
In 2004 Obama was elected to the U.S. Senate as a Democrat, representing Illinois, and he gained national attention by giving a rousing and well-received keynote speech at the Democratic National Convention in Boston. In 2008 he ran for President, and despite having only four years of national political experience, he won. In January 2009, he was sworn in as the 44th President of the United States, and the first African-American ever elected to that position.

<http://www.barackobama.com/>

<http://www.whitehouse.gov>



### Timeline





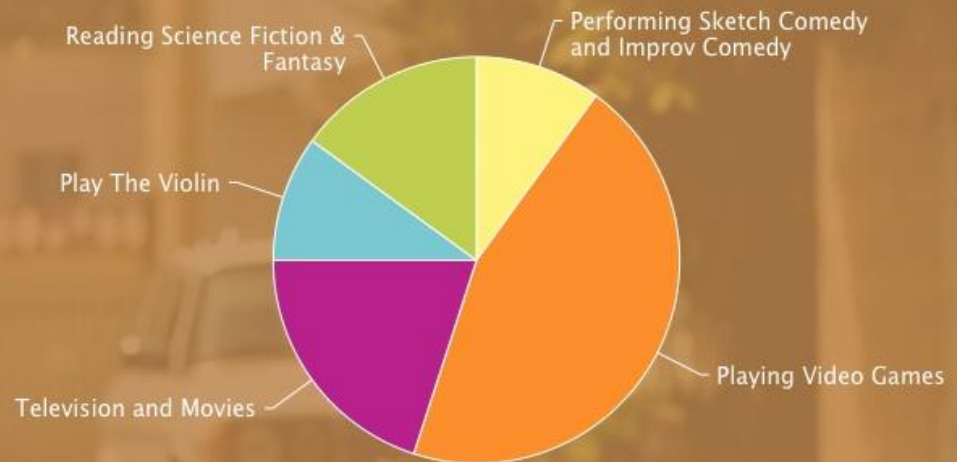


## Quote

"Socially, the two "consistent threads" in her life were her online friends and community theater. "So it's really funny that my career has become the melding of Internet technology and acting."

Robert Lloyd  
*Los Angeles Times* 09/25/11

## Pastimes



## Education



**BS'99**

University of Texas at Austin  
Mathematics and Music Performance  
Class Valedictorian  
National Merit Scholar (1995)



## MORGAN ELIZABETH NEILSON

Current address:  
5634 University City Blvd., Apt. 56B  
Blacksburg, VA 24060  
(540) 961-6666  
[menelson@vt.edu](mailto:menelson@vt.edu)

Address after August 15, 2003:  
2107 Calvin Street  
Manassas, VA 22221  
(703) 555-8304  
[morgan.neilson@luno.com](mailto:morgan.neilson@luno.com)

**OBJECTIVE** Industrial engineer; interests in manufacturing, cost analysis, and occupational safety

**EDUCATION** **B.S., Industrial and Systems Engineering**, August 2003  
Virginia Polytechnic Institute & State University, Blacksburg, Virginia  
GPA: In-major: 3.1/4.0 Overall: 2.68/4.0  
Earned and financed 70% of college and living expenses

**SKILLS** Knowledge gained through ISE project work includes:

Cost Analysis	Human Factors	Inventory Control
Materials Handling	Plant Layout	Statistics

### Computer Skills:

IBM PC / Mainframe Macintosh / Apple AutoCAD/ CADKEY	FORTRAN Visual BASIC WordPerfect	MS Excel MS Word BlocPlan	SAS FactoryFLOW FactoryCAD
--	--	---------------------------------	----------------------------------

**COURSE PROJECT** **Project Manager for Senior Design Team**, Omega Window Co., Inc., Salem, VA  
Fall 2002 – Spring 2003

- Analysis and evaluation of current layout of the window fabrication facility
- Collection and interpretation of materials handling and flow data
- Developing alternative facility layouts to reduce materials handling

**EXPERIENCE** **Summer Engineering Intern**, Perkins Company, Inc., Cleveland, OH, Summer 2002

- Application of CAD skills to both office layout and curtain wall analysis
- Compiled ANSI structural loading programs using computer knowledge
- Assisted applications engineers in preparing stamped structural calculations

**Maintenance Administration**, Cuyahoga Foods, Inc., Bridgewater, VA, Summer 2001

- Maintained and updated computer cataloging of machine parts room
- Ordered, received, and distributed valuable machine parts and supplies
- Prepared purchase orders for cost accounting

**Engineering Technician**, Naval Air Systems Command, Arlington, VA, Summer 2000

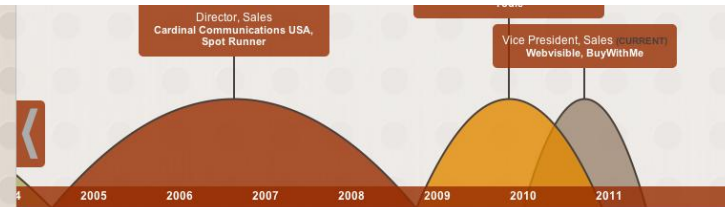
- Developed Close Air Support Effectiveness math model using FORTRAN

**AWARDS & ACTIVITIES** Perdue Farms Inc., National Scholarship  
Society of Manufacturing Engineers

Marching Virginians & Metro Pep Band  
Dean's List: Fall 2001, Spring 2002

### Features of this resume:

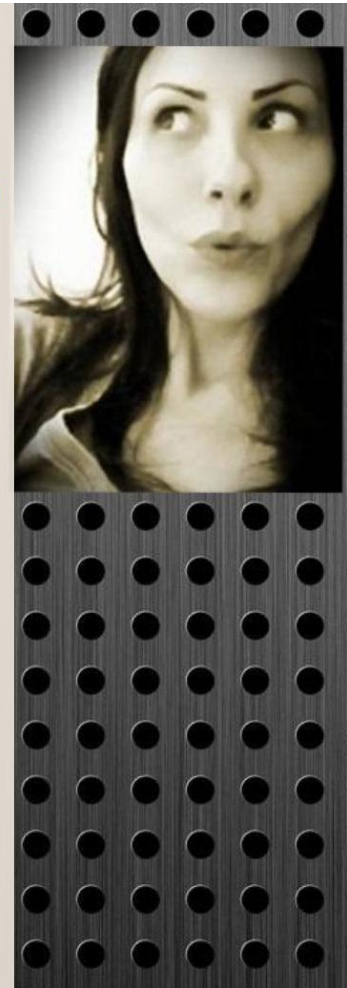
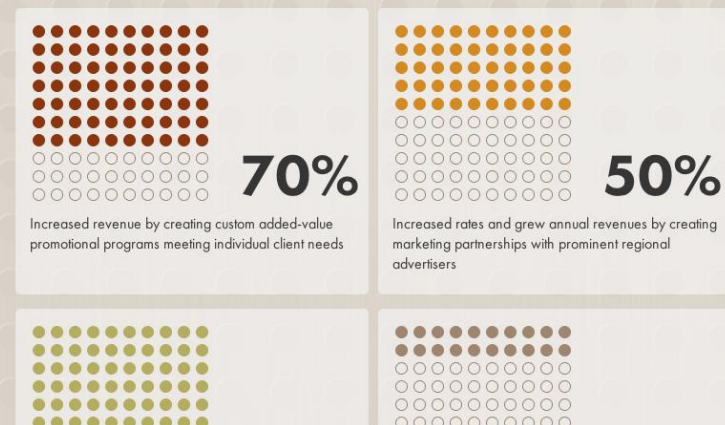
- Skills not limited to computer skills.
- Course project experience detailed just like other work or internship experience.
- Table is used to format only – borders are set to be invisible on the print document.
- Font = Univers, 11; margins at least 1/2 inch all sides.



### JOB DUTIES



### PERCENTAGE



which do you prefer?

let's see some more examples



To give you the freshest possible info, your accounts are now updating... this will only take a moment.

YOUR ACCOUNTS Update Edit

Cash \$992

Bank of America \$738  
Expense Acct 25 seconds ago

Bank of America \$254  
Personal Checking 29 seconds ago

Credit Cards \$0.00

Do you have a credit card? [Add it now!](#)

Loans -\$12,334

Sallie Mae Loan -\$5,428

Sallie Mae Loan -\$6,906

Investments \$0.00

Do you have an IRA, 401k, brokerage, or any other investment account? [Add it now!](#)

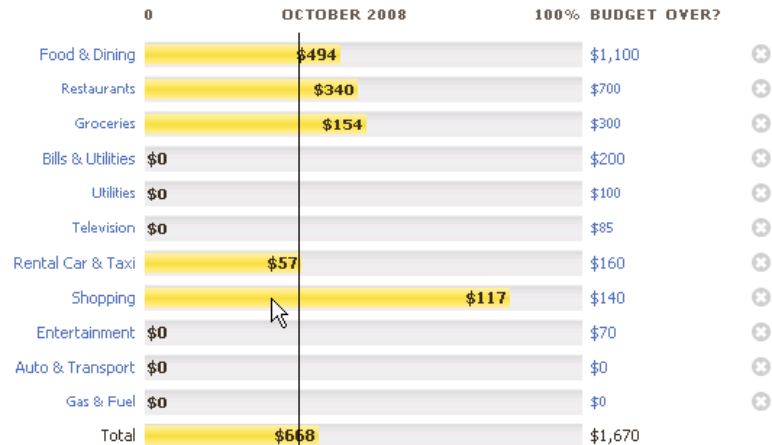
Assets \$992  
Debts -\$12,334

YOUR ALERTS Change your alerts Setup mobile delivery

- Your bill for Sallie Mae - Loan is due in 6 days. OCT 11
- Your bill for Sallie Mae - Loan is due in 6 days. OCT 11
- Bank of America - Expense Acct charged you Service Fee of \$17. SEP 30

YOUR BUDGET

Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct



OCT 11

+ Add Budget Go to Spending Trends

YOUR WAYS TO SAVE

example 1



example 2

New York City (Tri-State Area) | [Add Another City](#)

### Recently Viewed Providers

 **Submit a Report**

Used any of these?

- [Handymen](#)
- [Veterinarians](#)
- [Electrical](#)
- [Remodeling - General](#)

**Angie's List Health**

**Magazine**

[The doctor will Tweet you now](#)



**Tips**  
[6 tips for negotiating your medical bill](#)

**Videos**  
[Handling hazardous dental fillings](#)

video camera  
to tell the  
whole story!

video camera  
to tell the  
whole story!





example 4



example 5



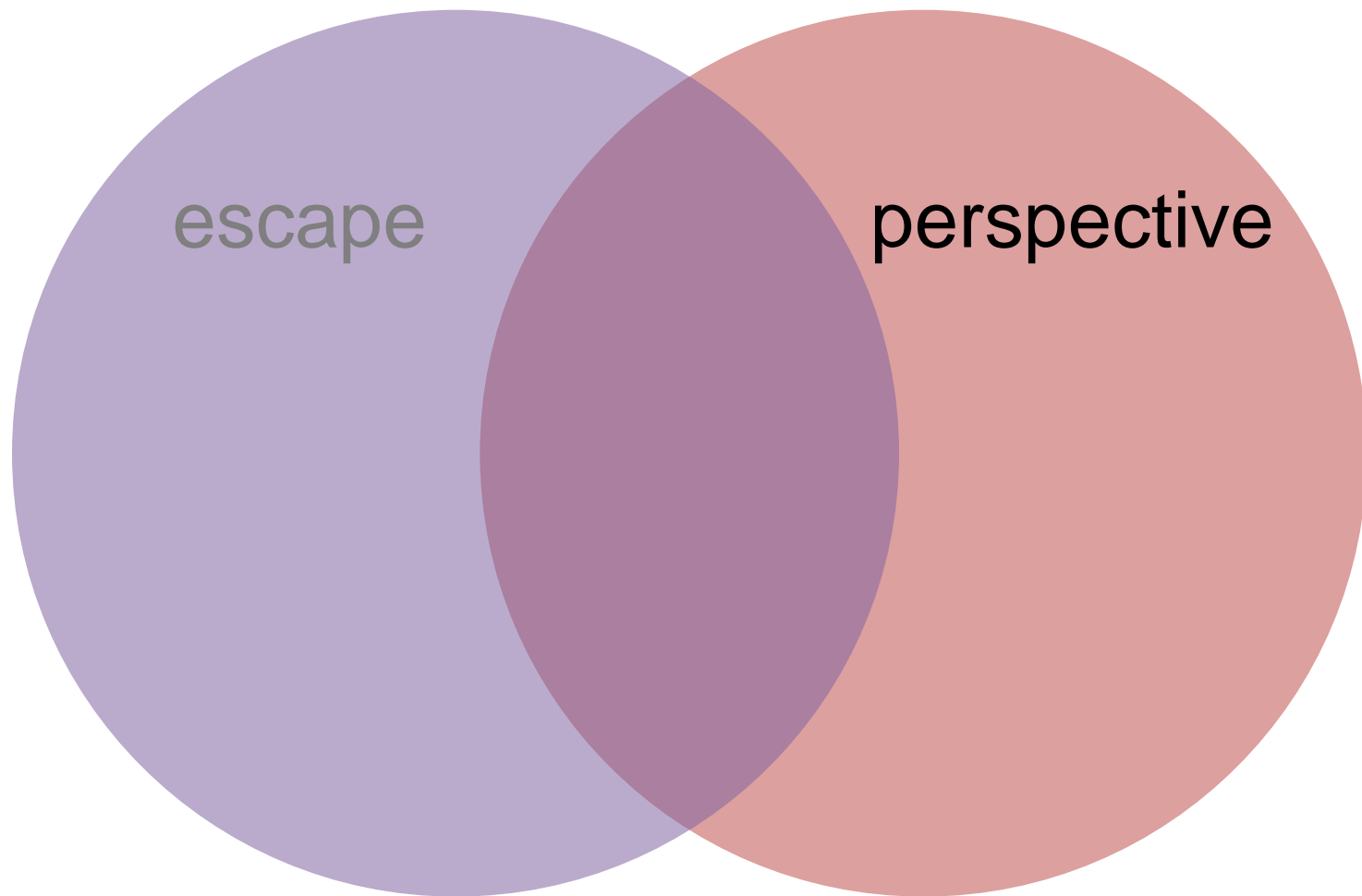
example 6

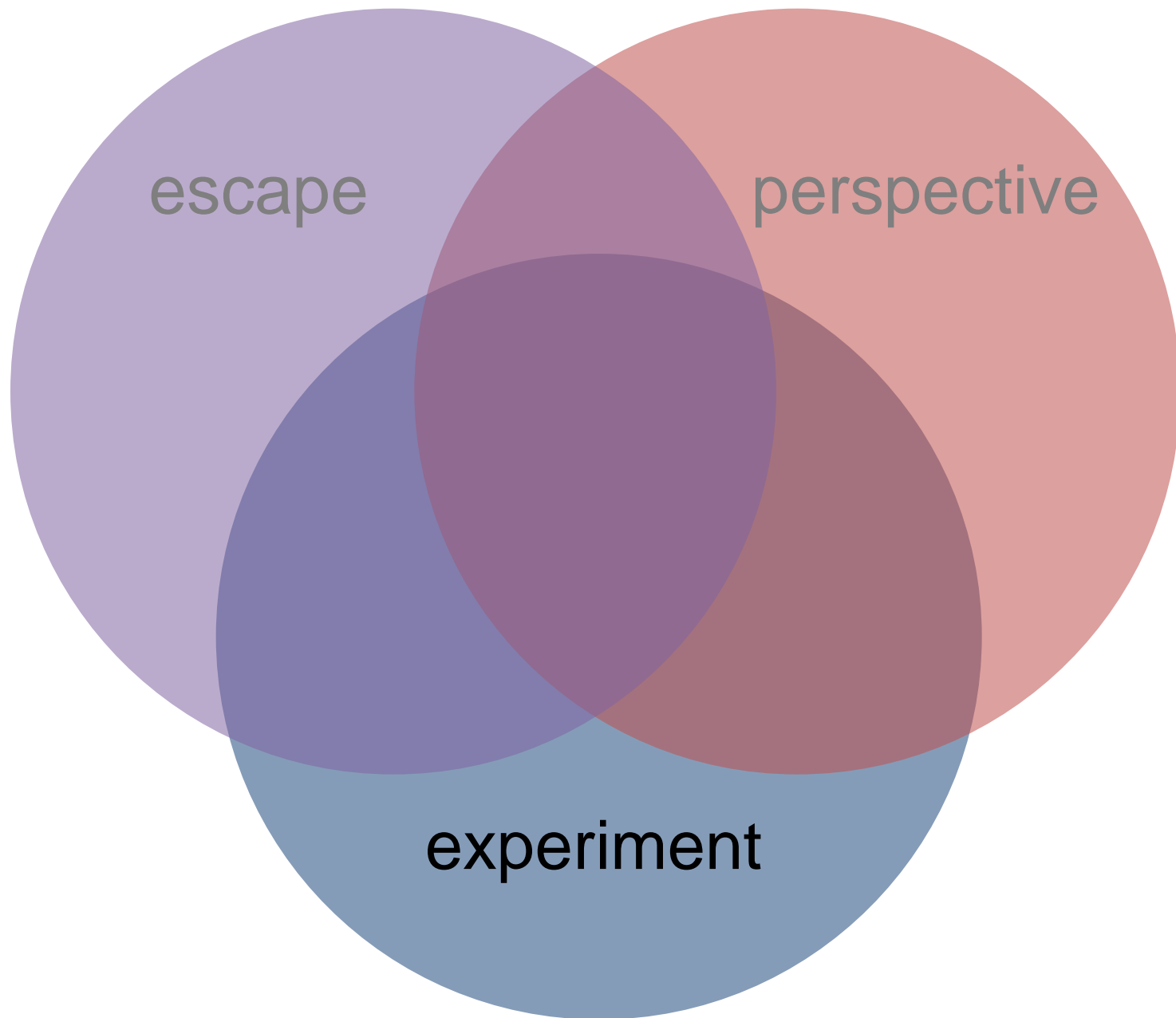


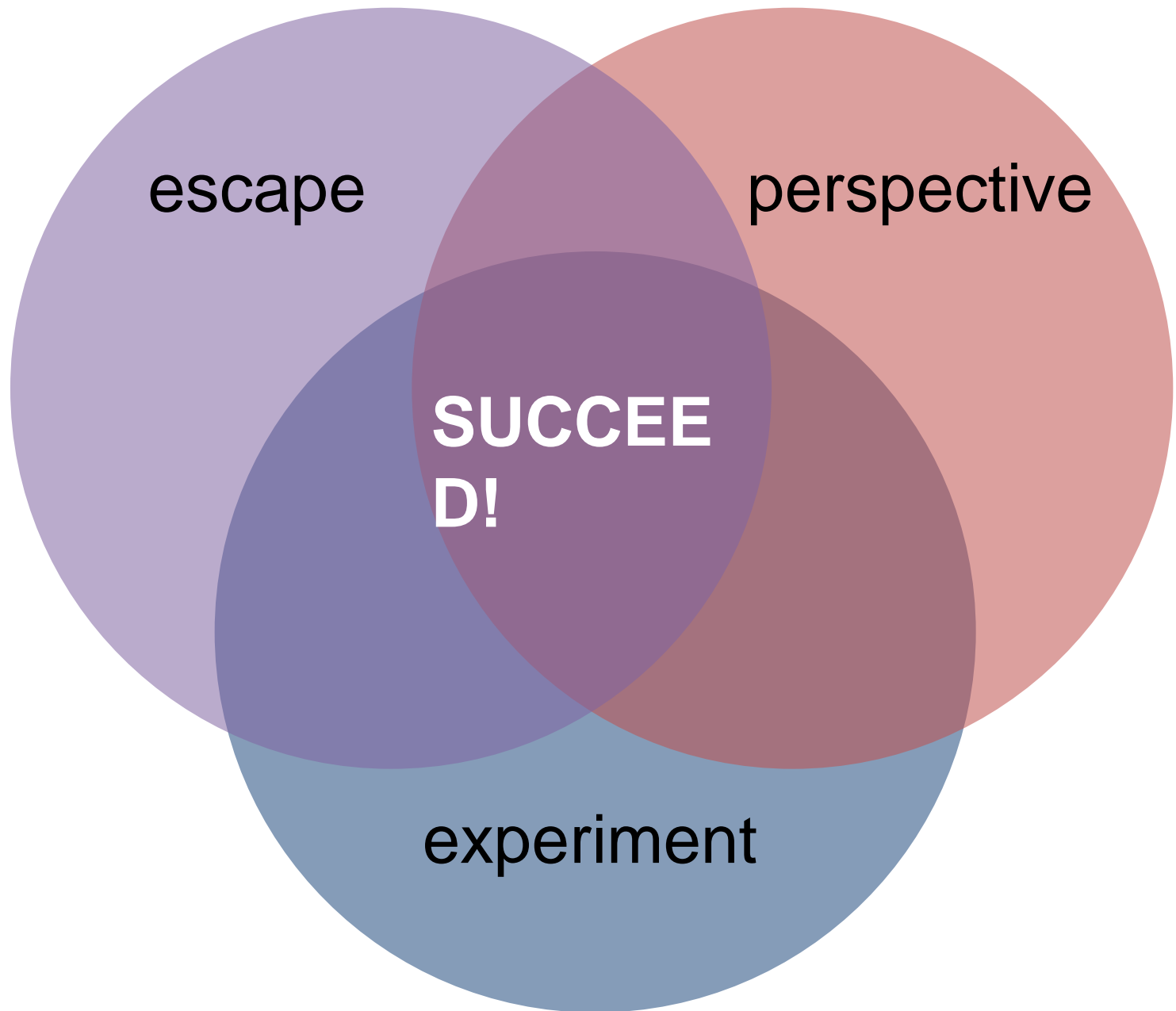




escape







aspire to design GREAT products



Thank You!



# The Tyranny of Benchmarking

<http://re.vu/MikeHarding>

follow: @mah1