<u>Extended Professional Biography for Roger Oberg</u>

In 1982 Roger graduated from the University of Michigan and was recruited by NBI, Inc. to sell office automation systems in Houston, Texas. Successful in sales, he was promoted to sales manager, sales training manager, product marketing manager, branch manager, and sales strategies director as NBI grew to 3,000 employees. In the late 1980s, as the software industry emerged and many hardware dependent companies failed to adapt, NBI declared Chapter 11. Turnaround CEO, Steve Jerritts, asked Roger to help drive NBI's exit as the head of marketing for the new software company based in Boulder, CO. With the help of others[1], Roger led NBI's implementation of a custom closed-loop sales and marketing system for its innovative Legacy desktop publishing software which bolstered NBI's efforts with creditors and prospective licensees. By early 1992, NBI had successfully licensed Legacy to customers, distributors, and OEM partners and emerged from bankruptcy.

In 1992 Roger began a 14 year career as an executive in software development tools and methodologies that spanned 4 different companies: XVT, Requisite, Rational, and IBM.

Recruited by founder CEO Marc Rochkind, Roger joined XVT Software as the first full-time marketing employee. Implementing a customized closed-loop marketing and telesales system, XVT quickly became the premiere portable GUI toolkit for C and C++ developers. XVT hit #72 on Inc. Magazine's list of fastest growing companies, earning Marc entrepreneurial awards and attracting investor and BMC founder John Moores, who eventually merged XVT into another of his portfolio companies. Roger was VP of Marketing and then VP of Engineering for XVT's 40 person development team between 1992 and 1995, where he began to develop the positioning, product team, and requirements management practices that better align product delivery with company strategy. In 1995 Roger also became a member of Mensa, a society for those who provide evidence of intelligence at or above the 98th percentile.

In 1996, Requisite founder and CEO Dean Leffingwell recruited Roger as VP Sales and Marketing to the company's condo above a Boulder vegetarian restaurant. Refining the third generation of closed-loop sales and marketing, this time on a Microsoft Accel database, Requisite quickly became the leading requirements management software for Microsoft Windows. Within a year it was purchased by Rational Software. As General Manager of Rational's requirements management business unit, Roger taught Requirements College, co-published a popular white paper on Use Cases and Requirements Management, and led the business as it grew from <$1M in 1996 to more than $20M by 1999.

In 1999, Rational asked Roger to lead the Rational Rose business unit in Redmond, WA as VP and General Manager, where his team worked closely with Microsoft. Business unit revenues more than doubled to $200M+ in 2 years. With improved closed loop-marketing and product team leadership practices, Rational Rose rode the internet bubble and Rational's software lifecycle management leadership to become the defacto standard UML modeling product.

In 2002, pressed by slower growth and the increasingly divergent strategies of key partners IBM and Microsoft, Rational asked Roger to lead a consolidated global product marketing team in Boston. Within a year the company was purchased by IBM. After the acquisition, Roger was promoted to VP Strategy

and Marketing for the IBM Rational division, reporting first to Rational founder Mike Devlin before he retired and then to Danny Sabbah.

From 2003 to 2006 Roger helped IBM transition Rational's strategy from that of equipping software development team members with tool suites and methodologies to governing the business process of software and systems delivery (aka Business Driven Development). Roger also supported the IBM Software Group's pipeline optimization efforts, this time with Siebel. As the world's 2nd largest software company, IBM's emphasis on segmentation as the basis for strategy and need for scalable cross-functional alignment provided exceptional lessons in connecting strategy to execution.

Preferring a more entrepreneurial environment Roger returned to software companies in 2006, beginning a new focus on Software-as-a -Service providers (aka Cloud.)

Recruited from IBM by CEO Christopher Ahlberg, Roger joined Spotfire as CMO in 2006. Spotfire was then a 10 year old interactive data visualization "start-up" already established in several niches. As an innovative hybrid-SaaS business, it was primed to apply strategic marketing practices. With the encouragement of the board and executive team, Spotfire created and communicated a new position as an enterprise analytics platform (aka The Information Insight Company) to the business intelligence market segment, ultimately earning attractive positions in both Gartner's Magic Quadrant and the Forrester Wave for BI Platforms. By the end of 2008, Spotfire had more than doubled revenues and been acquired by TIBCO Software (2007). Roger's efforts at Spotfire inspired a teammate to nominate him for "people who make a difference" and his photograph appears as one of many on the inside cover of Seth Godin's 2010 book, Linchpin. In December 2008, Roger completed his commitments to TIBCO Spotfire and relocated to Texas to be closer to family.

In February 2009 Roger started ISV Strategies from South Padre Island, Texas to help software businesses accelerate growth by applying strategic marketing practices. Recruited by Veracode CEO Matt Moynahan in March 2009 as a consultant, interim and then full time CMO for the cloud-based security services start-up in Boston, Roger helped prioritize market segments and develop application risk management positioning to differentiate Veracode from less complete, less accurate, and more complicated security testing tools. Under his leadership Veracode implemented demand generation and awareness efforts that tripled pipeline in 2010 and product team practices that helped align engineering and markets, also assisting to secure $12M in new funding. In 2010, Roger was the lead author and editor for www.veracode.com, two State of Software Security reports, and articles published in IQT and SC Magazine under Veracode CEO and CTO bylines. Roger continues to consult on Veracode projects.

Moving to Austin, Texas in October 2010 Roger is a strategic marketing executive who brings unique experience from multiple successful start-ups to IBM; knowledge of cloud services, application development, BI, security, and multiple industry verticals; perspectives from Boulder, Seattle, and Boston hi-tech communities; and skills as a sales, engineering and marketing executive to help his clients and team members achieve their growth objectives.

1 Note: I have never read a bio that did not give excessive credit to its subject, this one included. I am deeply indebted to the teams I have led or worked on for any accomplishments we shared.