

## Objective

A role as part of a strong executive team that values proven management skills and needs business & technical knowledge combined with product management and marketing expertise to develop and win an emerging opportunity in software-based security products and services.

## Experience

### Vice President, Product Management

Cumulus Networks

2016-2018

[www.cumulusnetworks.com](http://www.cumulusnetworks.com)

- Successfully led product management at Cumulus through a tumultuous transition
- Defined and deployed standardized and light-weight NPI, improving predictability of releases
- Rolled out traceable “voice-of-customer” for all feature requests, increasing the marketability of releases and helping to improve sales efficiency while reducing wasted effort within the development team
- Defined and shipped the platform and protocol support for the “next-generation” data-center platforms in less than two years
- Contributed to patent-pending invention for horizontally scalable, elastic session-persistent application delivery
- Collaborated within the executive team to double revenue and increase ASPs by 38% in software and to introduce a hardware portfolio that increased ASP by 264%.

### Vice President, Marketing & Product Management

NetScout Systems

2013-2016

(formerly Danaher Corporation)

[www.netscout.com](http://www.netscout.com)

[www.vssmonitoring.com](http://www.vssmonitoring.com)

- Led product management and marketing at VSS Monitoring, Inc., managing a portfolio of performance management and security systems
- Defined and delivered next-generation products, including high-performance systems, SDN-based systems, and advanced security functionality
- Awarded patent for network control plane invention
- Worked with the executive team and associates to transform the business and prepare it for the merger with NetScout, delivering the first profitable quarter in over 2 years
- Improved from <\$20M/year in 2012 to >\$100M in 2016 and achieved the #1 position in the telecom segment
- Developed solution-based positioning and digital marketing campaigns while deploying systematic funnel management that provides traceability from first contact to close.

### Senior Director, Product Marketing

Big Switch Networks

2012-2013

[www.bigswitch.com](http://www.bigswitch.com)

- Led product marketing and worked with a small team to launch the company and redefine Open SDN, SDN applications, and “white-box” networking
- Promoted open-source efforts, such the Floodlight Project and Open Daylight, an open source OpenFlow controllers and SDN applications.

**Senior Director, Marketing**

Cisco

2010-2012

[www.cisco.com/go/waas](http://www.cisco.com/go/waas)

- Led the product marketing, product management, and technical marketing teams for Cisco WAAS
- Executed the go-to-market of WAN optimization products, resulting in fast growth of integrated offerings.
- Launched channel marketing programs and focused sales efforts, resulting in competitive wins and takeouts of the market-leading competitor
- Defined a new offering in an adjacent space and won Best of Interop at launch

I joined Cisco and took the Cisco WAAS product into a battle for market share. Cisco WAAS had historically struggled against Blue Coat and Riverbed and, under my care, achieved significant gains in the market. Cisco WAAS penetrated 81 of the Fortune 100 and has crossed 20% market share. Under my leadership, the Cisco WAAS team executed a global sector-by-sector and theatre-by-theatre marketing plan and the product team has committed and delivered a strong road map and product, slowing the advance of Cisco competitors.

**Senior Director, Product Management & Business Development**

Aruba Networks

2006-2009

[www.arubanetworks.com](http://www.arubanetworks.com)

- Led the team that introduced 802.11n APs and Next-Gen Controllers, overhauling the entire product line.
- Marshaled the team and the larger organization to deliver Enterprise Mesh, Outdoor APs, and Remote Access products
- Drove significant margins improvement and doubled market share
- Drove adoption of product introduction process & formal End-of-Life Policy, which improved decision making and increased the clarity of requirements and accountability around development commitments
- Executed key business agreements, including OEMs and acquisitions (NETGEAR, Bradford Networks, Network Chemistry, WildPackets, and Airwave)

**Director, Product Management**

Juniper Networks

2001-2006

SSL VPN

Netscreen Technologies

Infranet Controller (UAC)

Neoteris, Inc.

Steel-Belted RADIUS

Odyssey Client

- Joined as first member of the product management team at Neoteris
- Collaborated with the team to define and develop the SSL VPN opportunity
- Built and led Technical Marketing and Product Management departments
- Led technology alliances and defined successful developer programs
- Won every Gartner SSL VPN Magic Quadrant
- Worked with sales team to grow from first purchase order to >\$100M business
- Won >40% market share and maintained a wide lead over competitors
- Worked very effectively with industry analysts and technical, trade, and business press
- Awarded patents for security-related inventions

# Andrew R. Harding

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## Senior Manager, Product Development

Pixo, Inc. 1999-2001

- Managed components of the PixoOS, which ran in the original iPod, and associated applications
- Drove platform and product initiatives that added a server product to complement the PixoOS, which ultimately led to the acquisition by Sun
- Contributed to the design requirements for the Pixo 2.0 platform for embedded and ECMAScript applications
- Delivered sales presentations and proof-of-concept solutions to prospects, customers, and partners
- Supported sales team by creating compelling demos and technical collateral
- Published technical articles

## Staff Software Engineer

IBM Corp. 1996 - 1999 Information Management  
DB2 Content Manager

- Awarded patents for SGML/XML processing and UI automation engine
- Received 1997 IBM Outstanding Technical Achievement Award
- Awarded 1998 IBM Invention Achievement Award and 1998 IBM Blue Ribbon Award
- Shipped on several platforms in 14 languages
- Led a site-wide competitive evaluations team
- Promoted quickly from Associate Engineer to Senior Engineer and then Staff Engineer
- Simultaneously in the IBM Executive Resource and IBM Technical Resource programs
- Contributed to several components that were adopted across the IBM Software Solutions Division

## Instructor

1994–1996 CalPoly University at San Luis Obispo

## Education

- University of California at Los Angeles, Bachelor of Arts
- California Polytechnic University at San Luis Obispo:  
Graduate work in Business Communications and Computer Science