

# DRUCE MACFARLANE

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## EXECUTIVE-LEVEL LEADERSHIP

### Product Management

Driver of transformation and revenue-generator with 15+ years of progressive product-management leadership experience with technology organizations ranging from startups to large corporations. Leverage organizational development, operations management, technical, marketing, and sales background to develop big-picture and detailed plans and strategies that consider dynamic between and value of each of those areas respective to product success. Champion of defining products, prioritizing customer needs, and working cross-functionally to ensure successful operations and implementations. Proficient in generating wider-appeal for business offerings by simplifying complex products.

### Operations & Business Expertise

Product Life Cycle Ownership ▪ Product Vision ▪ Business Planning ▪ Product Success Measurement ▪ Strategy Development ▪ Business Relationship Building ▪ Requirements Gathering & Evaluation ▪ Specifications Development ▪ Written & Verbal Communication ▪ Presentations ▪ Customer Relations ▪ Analysis ▪ Complex Problem Solving ▪ Security-Focused Products & Solutions ▪ Network Communications ▪ Mobile Technology

## CAREER HISTORY & ACHIEVEMENTS

CYPHORT, INC., San Jose, CA

2014 – Present

**Head of Products / Senior Director:** Determine product strategies and tactics to meet customer preferences and needs for security and APT defense organization. Manage products from “stealth mode” proof-of-concept, which includes product development roadmap and objectives while leading direct reports and “dotted-line” report. Serve on Strategy Council to establish company direction. Define, negotiate, and ensure clear understanding of each product release. Interface with existing and future customers.

- **Increased organization’s competitive edge in challenging market** by focusing on targeted-functionality unavailable within other solutions, resulting in establishment of foothold in key markets and development of ecosystem of integrated-network mitigation and ETDR partners.
- **Distilled highly technical product** to showcase how features such as machine learning, virtualization, and behavioral analysis, advance important solutions.
- **Positioned product to earn placement in SC Magazine’s Innovator Sandbox** three months after joining Cyphort; **“Rookie of the Year” award** in 2015; “Best Enterprise Security Solution” in 2016, eclipsing established vendors, Palo Alto Network and Cisco.
- **Drove product to receive inclusion in Forrester Research’s Leader category** in first-ever Wave for Automated Malware Analysis in 2016.

*Key Result:*

**Served integral role in launching company and established product that introduced strong competition in market with dominant vendor.**

FIREEYE, INC., San Jose, CA

2012 – 2014

**Director of Product Management:** Recruited to manage Central Management System (CMS) product and all other usability aspects across entire product line, Malware Analysis Server product, File Management Server product, and Mobilizer product for \$3B security-space product organization.

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- **Inherited three product lines** and identified problems after resolving scalability issue.
- **Led team in creating and launching** new mobile product line (Mobilizer). Produced Product Requirements Document (PRD). **Positioned Mobilizer to win** Interop Best of Show award in 2013.
- **Grew sales for two products 5x** after successfully relaunching and repositioning products with overlapping functionality.

*Key Result:*

**Increased product-platform scalability 11x, solving problem with large enterprise requirements.**

AT&T MOBILITY, Redmond, WA

2008 – 2011

**Senior Product Realization Manager:** Served as Contractor with Teksystems, working within Line of Business organization inside AT&T to introduce and manage three product lines.

- **Identified product sales opportunities** after evaluating products market-wide with revenue-generating potential for AT&T. Developed and presented business plan from costing perspective.
- **Generated \$16M annually** after launching Mobile transportation telemetry product within nine months of joining organization.
- **Identified, integrated, and launched AT&T's first VoIP product** (Encrypted Mobile Voice and Encrypted Mobile Messaging product), ensuring satisfaction of complicated CALEA compliance, and facilitating \$8M in subscription-service sales in first ten months of availability.
- **Identified and launched satellite telephony product line**, which involved development of new “international roaming agreements” to provide consolidated billing.

*Key Result:*

**Launched transportation telemetry product line into AT&T and focused on mobile security products.**

*Additional 7+ years of experience includes...*

**Senior Product Marketing Manager** ▪ NetScout Systems ▪ San Jose, CA

- **Simplified** complexity of product messaging; **helped expand product line to extend visibility** into key required areas; **established partnerships with Cisco and VMware, generating \$7M in revenue** and expanding customer deployments 30%; **created Trade-Up Program** to help transition aging products to End-of-Life.

**Director, Product Management** ▪ OneCommand ▪ Cincinnati, OH & Bellevue, WA

- **Created next-generation platform for SaaS company**, using VoIP, which reduced operational costs +40% and provided turnkey scalability; **successfully deployed** public safety messaging broadcast platform (CommunitySafe).

**Senior Product Planner** ▪ Fluke Networks ▪ Everett, WA

- **Satisfied requirement** for forensic data collection product by defining product roadmap for network data capture product line; **identified acquisition opportunity** and **served as Technical Lead** on Due Diligence Team in acquisition of Visual Networks which ultimately resulted in rebranding Fluke Networks as Visual Networks; **identified and influenced purchase** of Crannog Software; **enabled partnership and acquisition** between Fluke and ClearSight Networks.

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## **Director, Product Management** ▪ Aruba Networks ▪ Everett, WA

- **Improved time of proof-of-concept deployments** from 4 hours to 15 minutes while removing requirement of trained System Engineer involvement with wireless-networking start-up; contributed to acquisition of Airwave after **defining requirements and creating roadmap** of management platform; **enhanced responsiveness of user interface 4x** while improving reliability with transitioning from UI from flash to HTML5.

## **Director, Product Management** ▪ ClearSight Networks ▪ Everett, WA

- **Redirected and relaunched product line** while serving on Turnaround Team; rebooted and rebranded company; **grew sales from \$75K to \$5M** by focusing on key markets and moving from direct to channel sales model; delivered industry's first 10Gbps Ethernet analyzer and **won Network Computing's Well Connected Award**.

## **Founder / CTO** ▪ Clairvoyant Software ▪ Saratoga, CA

- **Built startup from scratch into business** with 40 employees and two software products, which included network-management-based "just-in-time inventory" solution for Internet Service Providers as well as mobile router management software solution; **secured \$5.5M in two rounds of funding**; oversaw engineering and managed staff; moved from concept to functional-proof-of-concept in six months; **delivered First Customer Ship (FCS) less than one year** after initial investment and deployed four carrier-class networks within three months of FCS; **positioned company to merge** with PowerUp Networks which ultimately led to acquisition by EMC.

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## PATENTS & PUBLICATIONS

- Patent on display of historical usage patterns of compound resources and compression of data using variable granularity.
- Patent on method of interactive and automated SMS text messaging on cellular networks.
- Patent on use of contextual information for prioritization of advanced persistent threats.
- Wrote *Benefits of Machine Learning for Behavioral Analysis* white paper for Cyphort.
- Wrote *HIPAA and Wireless Networks* white paper for Aruba Wireless Networks.
- Wrote *Analyzing Switched Networks* white paper for Network Associates.

*Above white papers are available upon request*