

ROGER WALTON, TSJ CONSULTING INC.

STRATEGIC GUIDANCE FOR TECHNOLOGY BUSINESSES

Email: rogw@tsj.net

Phone: 603-964-3948

To be competitive and build value in today's business climate, a company must operate "lean and mean." But a streamlined management team often doesn't have the bandwidth to pay enough attention to the strategic roadmap. As a result, strategies can develop haphazardly, or stay unchanged while the market shifts around them – with the result that far too much energy and resources go into the wrong campaigns, the wrong products, the wrong customers and the wrong partners.

Through TSJ Consulting, Roger Walton helps technology businesses boost their performance by updating and refining their strategic roadmap. To provide this service, Roger leverages experience and insights developed over 30 years as a strategy consultant, venture capitalist and senior marketing professional. Areas of focus include:

- **Product planning:** developing a prioritized product roadmap that balances strategic opportunities and imperatives against short-term customer needs
- **Positioning:** helping a company refine its positioning to maximize mind-share, appeal and perceived value to potential customers, partners and/or investors
- **Go-to-market strategies:** creating a phased approach to enter a new market, selecting the best applications, verticals and customer profiles at each phase to ramp presence, credibility, market share and revenue
- **Partnerships:** identifying businesses with complementary needs and crafting engagement strategies
- **Pitch development:** creating or refining fund-raising or strategic partnership pitches to communicate key messages to prospective investors or acquirers



TESTIMONIALS

"Roger is familiar with the often-conflicting demands of market opportunity, customer needs and resource constraints, and is adept at leading a process to define a product roadmap that is aligned with a company's business goals."

- Wilbert van den Hoek, *CTO Novellus and advisory board member Neah Power Systems (NPWS)*

"Roger proved adept at capturing and assessing industry trends and product requirements, enabling the company to position its business to take maximum advantage of emerging market opportunities."

- Alan Fink, *CEO Quantiva (acquired by NetScout)*

"Roger's insights on the implications of new technologies, such as 4G wireless, have made him a valued advisor and advocate."

- John Glossner, *founder and CTO of Sandbridge Technologies (acquired by a public company)*

"Roger has a deep appreciation of the dynamics that drive new markets. He understands the implications for stakeholders, and knows how to provide clear and actionable guidance."

- Mary Ann O'Loughlin, *former chief executive North American operations, Ovum*

EXPERIENCE

Company Strategy Leadership

Roger has consulted for start-up and established businesses, and has served as an interim senior executive for early-stage companies, leading the development of their business plans and crafting product, go-to-market and partnership strategies. For example, for web infrastructure vendor, Quantiva, he created the positioning and business plan that enabled the company to raise two rounds of financing, and ultimately to be acquired by NetScout, providing a strong return to the company's investors.

As the head of marketing for a number of networking companies he has been responsible for all aspects of positioning and product strategy. As VP of marketing at Netlink, Roger helped develop the roadmap that guided the company's growth and led to its acquisition by Cabletron in one of the top three venture-backed acquisitions of its year.

Venture Capital

Roger is one of five general partners at early-stage VC firm Castile Ventures, where he has been a major contributor to the firm's strong performance. Castile funds have consistently ranked among the best of their peers, and the firm has been recognized among the most active in New England.

At Castile, Roger has invested in and served on the boards of hardware, software, semiconductor and Internet companies, many of which have achieved successful exits. He has also led due diligence for dozens of potential investments and evaluated hundreds of pitches. As the firm's portfolio development partner, he has been deeply involved with the strategic development of the firm's portfolio companies, assisting CEOs and management teams to develop and hone their positioning, product roadmaps and market focus, and helping them communicate clearly and effectively to potential investors and strategic partners. He also leads Castile's theme-based investment selection program.

Technology and Business Know-How

Through his career, Roger has worked across the IT technology spectrum from networking gear, robotics and semiconductors through enterprise software to cloud computing, Internet businesses and mobile applications. He has sufficient technical know-how to engage in deep discussions with engineers and technologists, and to ask the important questions.

He has also been involved in many different business models from IP licensing through SaaS to freemium, advertising-based and service provider revenue share.

Publications and Community

Roger has researched and written reports on emerging technology markets and has authored a wide range of white papers and press articles. He often speaks to entrepreneurial groups on fund raising and business planning. He has also coached and judged business plan competitions at Babson, Harvard and MIT, including mentoring Harvard's 2008 winner, Eyeview Digital.

In addition, Roger serves on the advisory board of TCN, a Boston-area educational organization for early-stage entrepreneurs.

HISTORY

Principal, TSJ Consulting	1998-2006; 2011-present
<ul style="list-style-type: none">• Strategy assignments for clients such as Altiga, Converse, Salix, SBC and Xedia• Interim Chief Strategy Officer at VGo Communications• Interim VP of Marketing at Quantiva• Researched and authored market reports for Ovum	
General Partner, Castile Ventures	2000-present
<ul style="list-style-type: none">• Currently participates on the boards of Ratepoint, VGo Communications and Whaleback Systems• Previously served on the boards of Aspeed (acquired by SIMtone), Neah Power (OTC BB:NPWS), Quantiva (acquired by NetScout), Sandbridge (acquired by an undisclosed public company) and Stargus (acquired by C-COR).	
VP of Marketing, Amnet, Netlink and Cabletron	1993-1997
<ul style="list-style-type: none">• Responsible for all aspects of marketing for this developer of networking products including positioning, marketing strategy, product planning, product management and marketing communications.• Retained leadership of marketing after Netlink's acquisition of Amnet• Led Cabletron's carrier marketing following the acquisition of Netlink by Cabletron.	
Director of Marketing, Octocom Systems	1990-1992
Senior Product Manager, Motorola/Codex	1984-1989
Networking Analyst, Logica	1980-1983

EDUCATION

- MA in mathematics, St. Catherine's College, Oxford University