

# GORDON HAFF

2403 MAIN STREET • LANCASTER, MA 01523 • PHONE (978) 733-1071  
grhaff@gmail.com

## SUMMARY

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- Widely-published and quoted IT industry analyst who provides strategic advice to senior executives at Tier 1 technology suppliers, startups, and large end-user organizations.
- Extensive hands-on experience with product marketing, management, and strategy development at a major computer systems vendor.

## EXPERIENCE

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### **Illuminata, Inc.** ([www.illuminata.com](http://www.illuminata.com))

Nashua, NH

*Principal IT Advisor*

*2001-present*

- Advise senior client executives on how best to respond to market opportunities, focus resources, and strengthen the impact of their product launches and other marketing and development activities with targeted market knowledge, competitive positioning, and messaging strategy.
- Research a wide range of technology topics including client and server virtualization, open source, operating systems, system architectures, and evolving software delivery and IT operational models such as “cloud computing.”
- Present research findings and opinions in private client consultations, research notes, blogs, event keynotes, webinars, podcasts, and videos.
- Assess IT suppliers for investors—including their market and revenue opportunities, competition, technical viability, and challenges.
- Analyze computing announcements, trends, and related topics for technology publications and general business journals such as *BusinessWeek*, *The New York Times*, and *The Wall Street Journal*.
- Conduct in-depth primary research for clients into topics that have included 64-bit software migration plans and validation of advanced R&D opportunities.
- Co-wrote expert witness report for a major IT industry lawsuit.

### **Aberdeen Group**

Boston, MA

*Research Director — High-End Architectures*

*2000-2001*

- Provided research and consulting services to suppliers of servers, workstations, operating systems and environments, processors, services, and interconnection architectures. Areas of focus included Unix, 64-bit computing, InfiniBand, server blades and appliances, and new distributed computational models.

### **Data General Corp.**

Westborough, MA

(Division of EMC post-1999 acquisition)

*1986-2000*

*Senior Product Manager, Senior Marketing Consultant, and other positions*

- Developed strategic and tactical plans for launches of products and entire product lines. Optimized positioning and constructed a consistent set of marketing messages in concert with other company organizations.
- Managed the life cycles of a broad range of hardware and software products including Unix and Windows servers, workstations, minicomputers, peripherals, and databases. Responsibilities included promotions, pricing, forecasting, competitive analysis, development and writing of sales collateral, inventory management, customer visits, press and consultant briefings, and issue resolution.
- Worked closely with development organizations, field personnel, and customers to make necessary tradeoffs between feature sets, product cost, and time to market.

- Specific projects included:
  - Launched Data General's first Unix server and workstation product line.
  - Planned strategy for major product line transition to Intel processor-based server product line running Unix and Windows NT in 1995 including software, hardware, training, and customer transition aspects.
  - Launched and managed a new line of modular high-end systems: AV20000 and AV25000 ccNUMA architecture Unix servers.
  - Developed Storage Area Network (SAN) product and marketing strategies.
  - Managed a wide range of ECLIPSE minicomputers and RISC/Unix servers and workstations.

**Ocean Drilling and Exploration Co.**

New Orleans, LA

*Operations Engineer*

1981-1984

- Planned and managed a wide range of upgrade and overhaul projects for offshore drilling rigs. Responsibilities included engineering design, equipment selection and purchase, scheduling, budgeting, regulatory compliance, and on-site supervision.

EDUCATION

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**Cornell University**

Ithaca, NY

**Johnson Graduate School of Management**

- MBA degree with Distinction.

**Dartmouth College**

Hanover, NH

**Thayer School of Engineering**

- Master of Engineering degree. Thesis: "Recrystallization, Grain Growth, and Fracture in a Work-hardened, Polycrystalline,  $\beta$ -phase Nickel-Aluminum Alloy."

**Massachusetts Institute of Technology (MIT)**

Cambridge, MA

- Bachelor of Science degree in Mechanical Engineering.

PUBLICATIONS AND OTHER EXPERIENCE

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- CNET Blog Network: <http://news.cnet.com/pervasive-datacenter/>
- Personal site: <http://www.bitmasons.com>
- Internet Evolution: [http://www.internetevolution.com/archives.asp?section\\_id=484](http://www.internetevolution.com/archives.asp?section_id=484)
- Twitter: [@ghaff](#)
- Sample publications:
  - The Cloud vs. Open Source <https://www.illuminata.com/?p=1749>
  - There is No 'Big Switch' for Cloud Computing [http://news.cnet.com/8301-13556\\_3-10190713-61.html](http://news.cnet.com/8301-13556_3-10190713-61.html)
  - Thin clients: Not just ROI [http://news.cnet.com/8301-13556\\_3-10066094-61.html](http://news.cnet.com/8301-13556_3-10066094-61.html)
  - 'Marketing Myopia' isn't [http://news.cnet.com/8301-13556\\_3-10042194-61.html](http://news.cnet.com/8301-13556_3-10042194-61.html)
  - Red Hat Debuts Virtualization Management <https://www.illuminata.com/?p=3367>
  - Five Big Business Techs of the Decade [http://news.cnet.com/8301-13556\\_3-10415778-61.html](http://news.cnet.com/8301-13556_3-10415778-61.html)
  - To Cloud of Not to Cloud: IT Vendors Ponder the Question [http://www.internetevolution.com/author.asp?section\\_id=484&doc\\_id=184868&](http://www.internetevolution.com/author.asp?section_id=484&doc_id=184868&)
  - Video Take: Tweeners <https://www.illuminata.com/?p=3092>
- Developed and sold shareware as Bit Masons Consulting from 1989 through 1995 including:
  - *Directory Freedom*: a small and fast directory manager for DOS written in x86 assembler.
  - *the last word*: featured as one of the best games of the year by PC Computing December 1991.