



International Technology & Software

Serguei Belousov

Chairman and CEO, Parallels

Intro: BIO – short version

- **1971 born in Sankt Petersburg**
 - Bachelor (92), Masters (95) and PhD (07) from MIPT/PhysTech, Moscow
- **1992-1994 Founded Sunrise – computer assembly & retail (2 years)**
 - Moscow and all over CIS
 - Left at 150 million \$ run rate, now 1+ billion \$, profitable
- **1995-1997 Founded Rolsen – Consumer Electronics CIS (3 years)**
 - Moscow, Voroneg, Kaliningrad
 - Stop being actively involved in 2003
 - Up to 500 million \$, profitable
- **1996-1999 Founded Solomon Software SEA – franchising distributor and R&D for mid-market ERP (4 years)**
 - Singapore, Malaysia, Indonesia, Thailand, Vietnam, Laos, Cambodia, HK, Nepal and so on
 - ~5 million \$, profitable – Software Sales/Marketing and Engineering drill
- **Dec 1999 Founded SWsoft – today split into Acronis and Parallels**
 - Acronis ~150 million \$ very profitable, now owner/board member (Boston, Moscow)
 - Parallels over 100 million \$ very profitable, and ... I am still the CEO/Chairman

Agenda

Parallels Cloud Vision

Parallels Today

**Building International Software
Company – Random Thoughts**

Join Parallels Team!

Definition of Cloud

“Cloud computing refers to **computing resources** offered from remote highly consolidated Data Center location ... which are typically **owned and operated** by a third-party provider the services that can be delivered from the cloud have **expanded past web applications to include storage, raw computing, or access to any number of specialized services**”

Wikipedia – “Cloud Computing” - changes constantly
<http://en.wikipedia.org/>



Parallels' Cloud Vision

- Large portion of computing will move into 5 types of “Clouds”:

Platform Clouds

- **Type1:** Google cloud
- **Type2:** Microsoft cloud
- **Type3:** Other clouds (largest IBM and Apple - but also Yahoo!, EMC, HP/EDS, Amazon, Facebook, SAP, Adobe and more)

Services Clouds

- **Type4:** Channel clouds of Service Providers – mass market hosting, managed, Telco/ISP, SaaS ISV, Online Services, **VAR/SI becoming MSP**
- **Type5:** In-house clouds of large companies, serving subsidiaries, departments, affiliates and sometimes employees and partners

- Parallels was founded to create solutions, ecosystem and partner with Service Providers and Businesses to build and operate efficient **Services Clouds (initially for Type4, later Type5)**

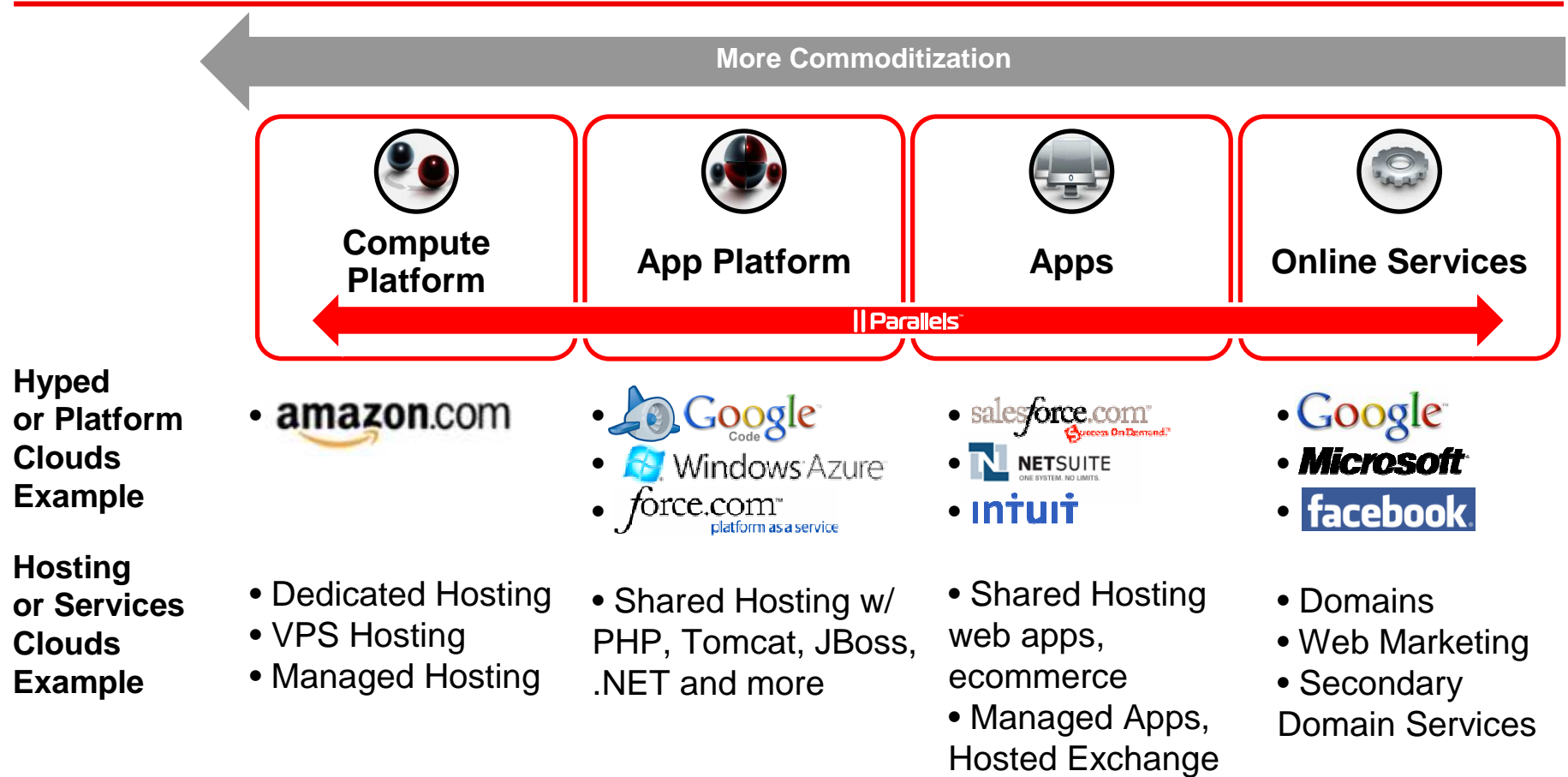
More Light On **Channel Type4 Clouds** – 7 Categories



A 3D red figure is relaxing in a martini glass filled with blue liquid. The figure is wearing a white umbrella and has the Parallels logo on its back. Above the figure are a sun and two clouds, representing the 'Channel Type4 Clouds' concept.

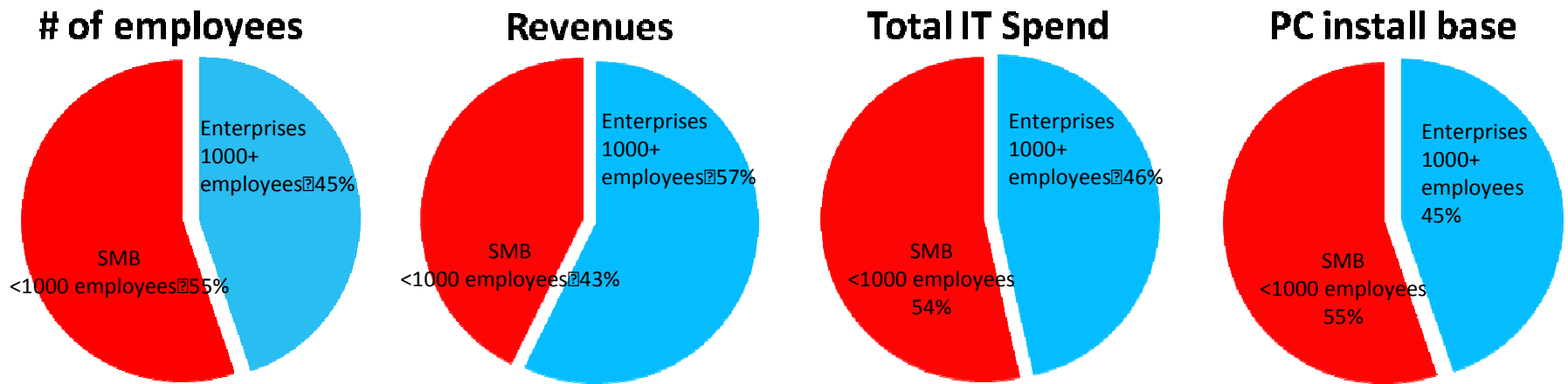
| | | |
|---|--|---|
|  |  | • Mass Market Hosting Providers |
|  |  | • Horizontal Managed Hosting Providers |
|  |  | • Telco /ISP |
|  |  | • VARs/SIs becoming vertical MSPs |
|  |  | • SaaS ISVs |
|  |  | • Online Services Companies |
|  |  | • Cost Plus Providers – IT departments of Enterprises |

What Is Sold From The Cloud



Already today Parallels enables Service Providers to offer Cloud Computing Services in any of the above models

US Mass-Market: Is SMB and Consumer Market Small?

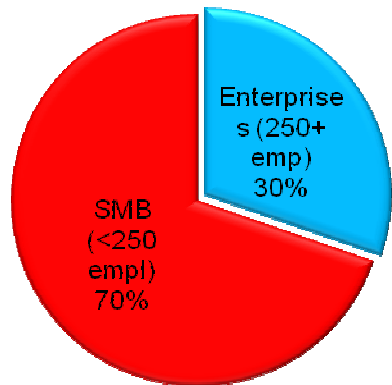


| Market Segment | # of businesses | # of employees | Revenues | Total IT Spend | # of PCs (install base) |
|--------------------------------|------------------------|----------------|------------|----------------------|-------------------------|
| Enterprises (1000+ employees) | 8,000 | 50 million | \$12,000 B | 386 billion | 25 million |
| Medium (100 to 1000 employees) | 90,000 | 22 million | \$4,000 B | \$152 billion | 11 million |
| Small (<100 employees) | 5.6 million | 40 million | \$6,000 B | \$325 billion | 20 million |
| Total Businesses | 6 million | | | \$900 billion | 56 million |
| Consumers | 111 million households | | | \$130 billion | 88 million |

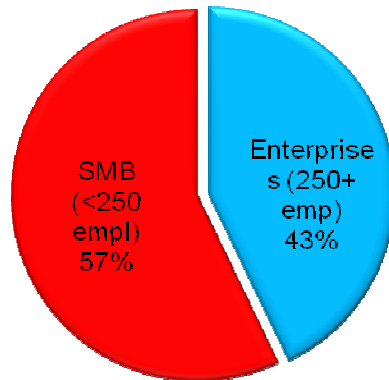
- **SMBs** employ **over 55% of US workforce** and have **over 43% of all business revenues**
- **SMBs** account for **54%+ of business IT** spending and **55%+ of business PC** install base
- **Consumer:** 80% of US households have a PC – **88 mln vs. 56 mln.** within businesses.
- **Consumer:** spend over **\$130 billion** on computers, TVs and cameras

EU Mass-Market: Is SMB and Consumer Market Small?

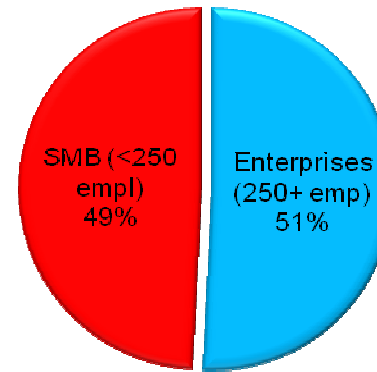
of employees



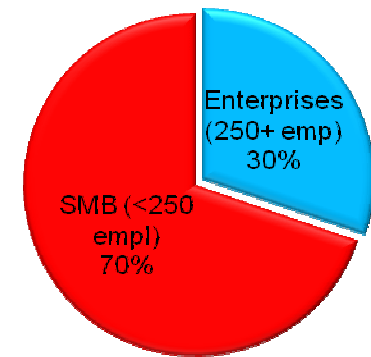
Revenues



Total IT Spend



PC install base



| Market Segment | # of businesses | # of employees | Revenues | Total IT Spend | # of PCs (install base) |
|------------------------------|------------------------|--------------------|------------------|---------------------|-------------------------|
| Enterprises (250+ employees) | 40,000 | 42 million | €12,760 B | €319 billion | 21 million |
| Medium (50 to 250 employees) | 180,000 | 18 million | €4,600 B | €92 billion | 9 million |
| Small (<50 employees) | 19 million | 80 million | €12,300 B | €216 billion | 40 million |
| Total Businesses | 19 million | 139 million | €29,700 B | €630 billion | 69 million |
| Consumers | 125 million households | | | | 65 million |

- **SMBs** employ **over 70% of EU workforce** and have **over 57% of all business revenues**
- **SMBs** account for **50% of business IT** spending and **70%+ of business PC** install base
- **SMBs**: 99.8% of EU businesses are SMBs with less than 250 employees
- **Consumer**: 50% of EU households have a PC – **65 mln vs. 69 mln.** within businesses.

Strategic Considerations

SMB market is critical for long-term success in the Enterprise

- **Whoever wins SMB space will eventually win enterprise (f.e. MSFT, Intel) and will have very strong play for consumer space as well**

SMB's are changing their IT consumption model

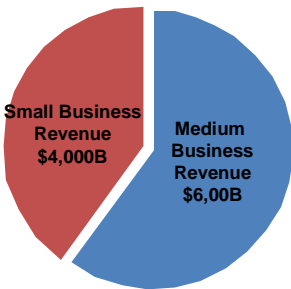
- **At least 50% of On-premise delivered Hardware, Software, and IT services could move to cloud services over the next 10-15 years**

Automation and Virtualization are critical and enabling elements in the delivery of cloud services (Automation being more important)

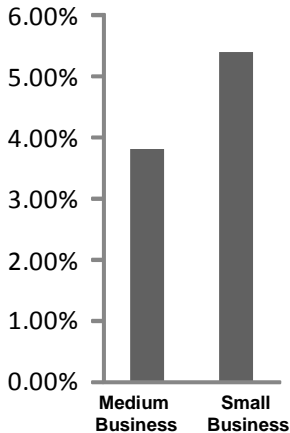
- **The effective and efficient delivery of 1000's of service plans to millions of SMB's creates a significant revenue opportunity for infrastructure software**

SMB IT Spending – Cloud Opportunity

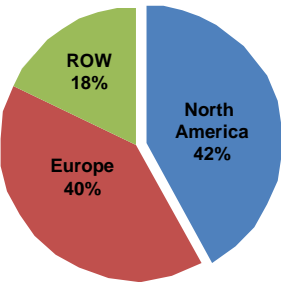
SMB Revenues (USA)



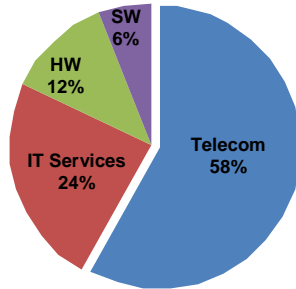
% of Revenue Spent on IT



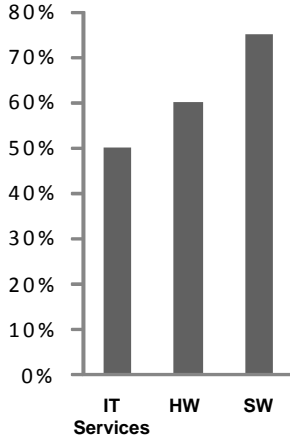
WW Share of SMB IT Spending



Share of SMB IT Spending by Category



Ability to Convert to Cloud Services



| | | |
|----------------------------|--|------------------|
| WW SMB Cloud Opportunity = | SMB Revenue in the USA x | \$10,000,000,000 |
| | % of SMB Revenue spent on IT x | 4.8% |
| | 1 / share of US SMB IT Spending x | (1 / 40%) |
| | % of SMB IT spending related to HW / SW / IT Services x | 42% |
| | % of HW / SW / IT Services that will be moved to the Cloud | 56% |

SMB's spend ~\$500B per year on IT that can be moved to the cloud

SMB Cloud What?

- **What technologies most SMBs need:**

- In 1998**

- Messaging
 - File server / Networking
 - Productivity Apps
 - Security
 - Accounting system
 - CRM
 - Time Tracking
 - Web Presence

- Today ***

- Messaging and **Collaboration**
 - File server / Networking
 - Productivity Apps
 - Security
 - Accounting system / **ERP**
 - CRM
 - Time Tracking
 - Web Presence, **Marketing and eCommerce**

**Microsoft Small Business IT Study 2008*

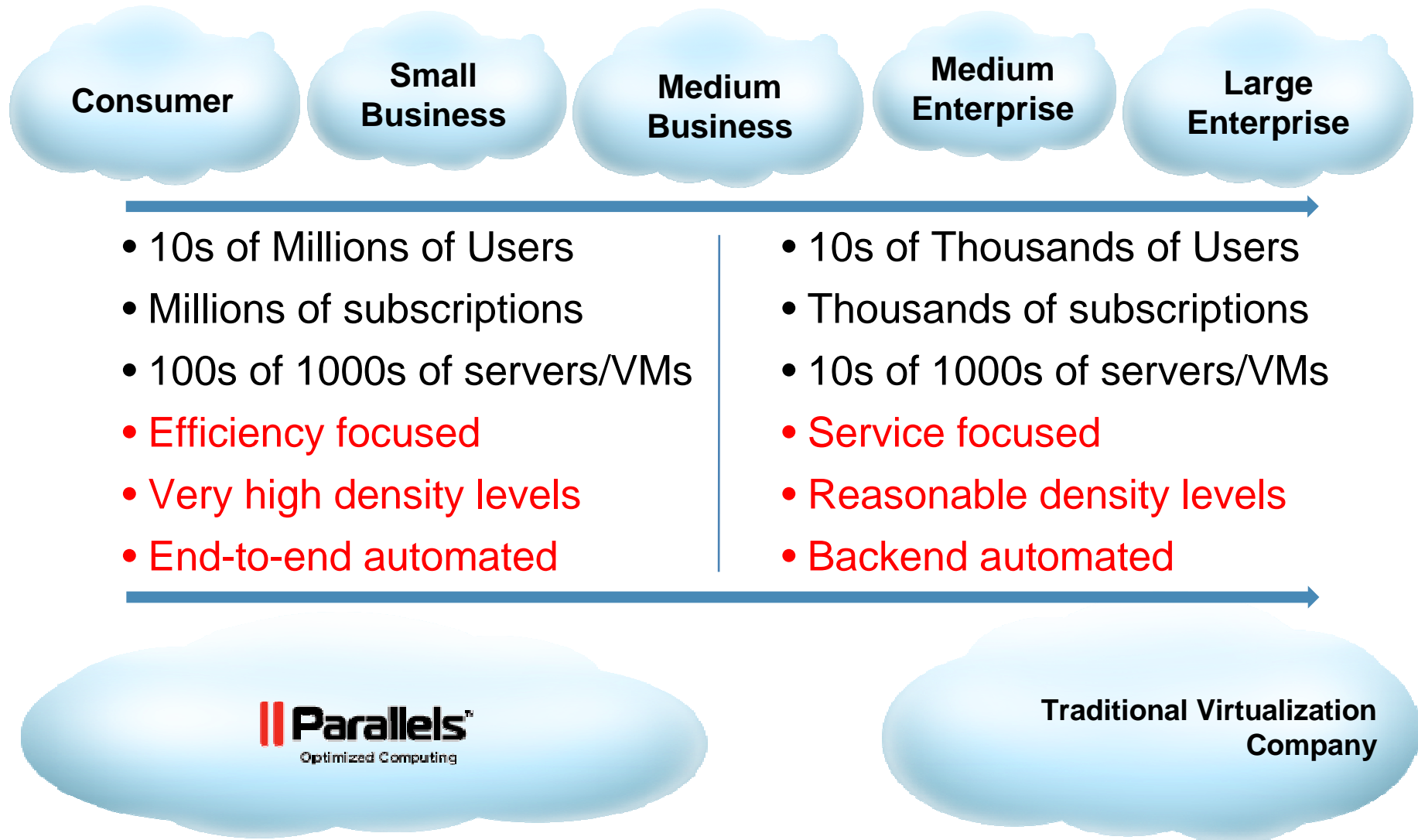
- **Most SMBs do not need Grid (Burstable Cloud)**

- How many of your customers overuse resources?

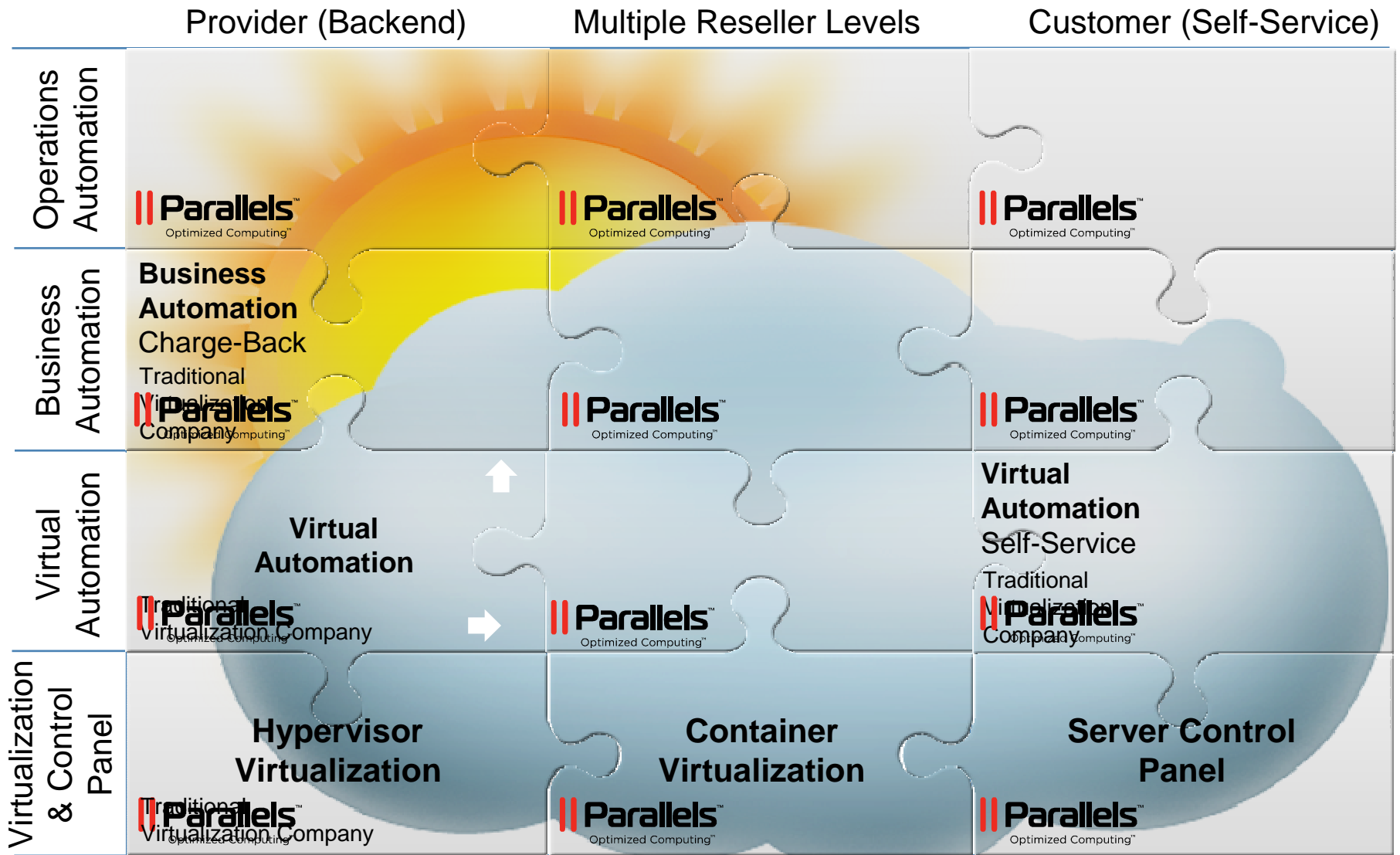
- **Marketing the Grid Hype...are customers buying it?**

- Going after Grid: many of you, in fact!
 - (Burstable) Cloud boosts marketing but... be realistic about ROI

Clouds for Entities of Different Sizes

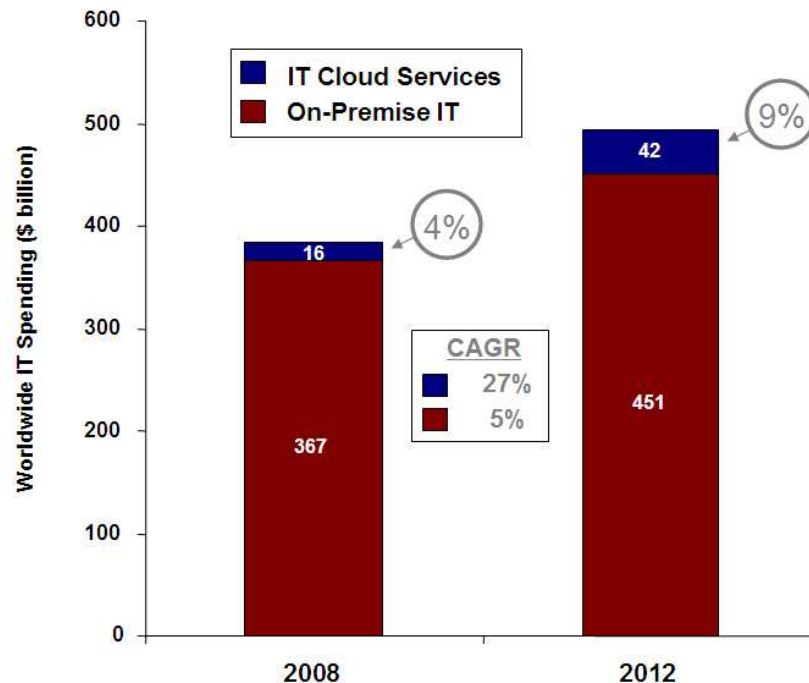


Parallels Differentiator: Full Solution for Dense Cloud



Traditional Hosters: Cloud Why?

Worldwide IT Spending* by Consumption Model
2008, 2012



* Includes enterprise IT spending on Business Applications, Systems Infrastructure Software, Application Development & Deployment Software, Servers and Storage

Source: IDC, October 2008

- We've established that **Cloud is a threat** but it is also an **opportunity**
- Traditional hosting **\$8.0 bn** 2008 and growing at **13.7%**
- "Cloud Services" **\$15 bn** 2008 and growing rapidly **27%**
- By 2012, "Cloud" will be **9%** of all WW IT spending
- And all of that even with the somewhat limited definitions of the "Cloud"

Non-Hoster: Cloud Why?

- **For Businesses:**

- No upfront costs and more flexibility
- **Lower TCO over time**
- Simpler and only what you need!



- **For ISVs:**

- Cloud is new delivery mechanism
- **Your new channel.** Partner with Service Providers



- **For VAR/SIs:**

- Traditional reseller business model threatened
- Opportunity to **leverage SaaS** to your client base
- Even if you do not want to run you DC or own Servers



We can help you partner with “our” Service

- **For Telco’s:**

- Margins on traditional businesses getting squeezed
- It is finally large enough **Value-Added Services opportunity**



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Parallels Leadership & Momentum

Strong Foundation

- Founded at the end of 1999
- Over 700 Employees worldwide
- 500+ Partners, including Microsoft, Apple, Intel, AMD, Dell, HP & IBM

Proven Track Record

- Powering over 2 Million Servers/Desktops
- Serving more than 12 Million End-Customers in 125 Countries
- #1 Automation & Virtualization software vendor for Mass-Market Cloud

A little more details about who is Parallels

- 300+ people in Moscow, 250+ in Novosibirsk/Lviv, 100+ in US
- Founded by MIPT graduates, also NSU, MSU and FAPSI – all top schools
- Top 100 software company in the world, one of the top 3 product companies with Russian R&D (Kaspersky, Acronis and Parallels)



Parallels Products – Optimized Computing

Virtualization

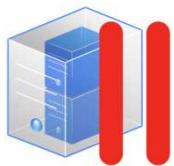
The best of both worlds with Hypervisor and OS Virtualization



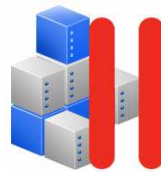
Parallels Desktop



Parallels Workstation



Parallels Server



Parallels
Virtuozzo Containers

Automation

Complete automation & management of Service Provider Business



Parallels
Business Automation



Parallels Operations
Automation



Parallels
Virtual Automation



Parallels
Plesk Products

Heterogeneous System Support

Baremetal/
Hosted
x86/x64

IA64

Windows
Hyper-V

Linux

Mac OS

VMware

Xen

Parallels “Cloud” Momentum

8+ years shipping to the Cloud:

- 1,700,000+ desktops
- 300,000+ physical servers
- 1,000,000+ containers
- 10,000,000+ subscribers (SMB/Consumer)
- 50,000,000+ mailboxes (end-user)
- 1,000+ Mid & Large Service Providers
- 200+ Fortune 500 companies

Selected Customers & Providers

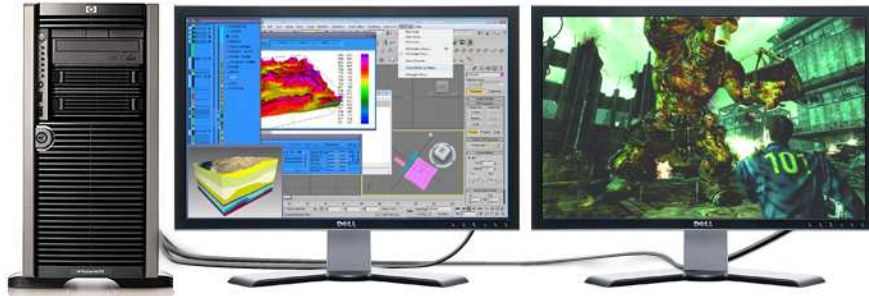
- | | |
|--------------------|-------------------|
| • GE | • CNN |
| • Lockheed Martin | • SAS |
| • Siemens | • Intuit |
| • Jack Henry | • Bertelsmann |
| • U.S. Congress | • T-Systems |
| • Mayo Clinic | • KPN |
| • Univ. of Penn | • Telefonica |
| • Sony | • Swisscom |
| • Moody's | • AT&T |
| • Credit Suisse | • Telecom Italia |
| • Hilton Hotels | • United Internet |
| • Lucent | • Go Daddy |
| • FAA | • RackSpace |
| • Veterans Affairs | • ThePlanet |



Already today 5,000+ Parallels Service Providers (incl. 500+ certified SP partners) have:

- \$8,400,000,000 revenues
- 150,000,000+ domains
- 50,000,000+ SMB/consumer websites
- Servicing 500+ applications (including 200+ APS applications)

Parallels Consumer & SMB Solutions



Parallels Workstation (Lin/Win)

- Run multiple OSs on your desktop
- Large RAM, 12 CPUs in the Guest
- **VTd - Native devices/performance/3D**
- Run your desktop anywhere (Sentillion)

Parallels Desktop for Mac

- Run Windows side-by-side on Mac OS X
- Mac now represent 10% of US PC market, grows in EMEA
- Up +30% in market share among IT buyers 😊



Parallels Server for SMBs (including Mac)

- Full & Easy Tool Set for 10-300 VM deployments
- Priced, packaged and supported for SMB & Channel
- Run the world's top server applications on Apple Xserves

Parallels Enterprise Solutions

Parallels Virtual Desktop Infrastructure

- **Most Desktops per server – 3X VMware or Citrix**
- **Lowest cost of storage – single OS/Apps per server**
- **Global updates and patch management**
- **Dynamically modify desktops resources/capabilities**
- **Instant provisioning of desktop and applications**

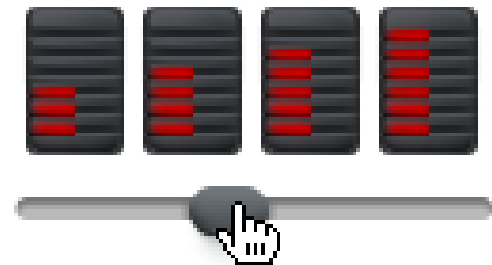


Parallels Linux Virtualization

- **Proven with Million+ Containers and 10s of 100s of servers**
- **Highest Density & Manageability & Performance**
- **Live Migration, Clustering, Dynamic Resource Management**

Parallels High-Scale Virtualization

- **Each Container scales to the full size of the largest Server**
- **Close to Zero CPU, I/O or Memory Overhead**
- **Ultra quick Management Operations, Itanium Support**



Agenda

Parallels Cloud Vision

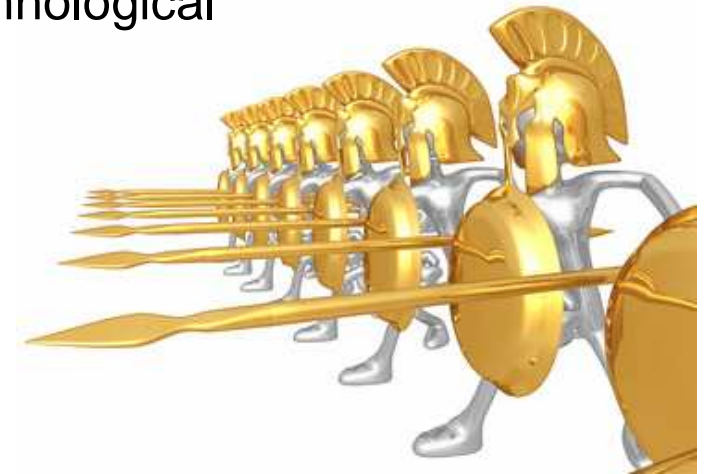
Parallels Today

**Building International Software
Company – Random Thoughts**

Join Parallels Team!

Thought#1: Focus & Simplify

- **300 Spartans - find your niche**
 - You are competing with Microsoft & Google – everybody does
 - 80% of software revenues are top 5 companies
 - Niche could be geographical or vertical or technological
- **Be paranoid about FOCUS**
 - You may have wrong one
 - But it is more wrong not to have one
 - So choose one and adjust when needed
- **Complexity creates growth friction**
 - If your software business could not grow to 1 billion \$ it would likely not exist and not be valuable
 - But you shall have some plan on how to get there
 - Every profitable and sizeable software company must be international



Thought#2: Organization & Hiring

- **Hire people for the organization**
 - Not organize around people even you started your company from there
 - Make sure responsibilities are written, clear and known to hires and everyone
 - Define quarterly or annual objectives
- **Anti-pattern examples**
 - Hiring plan – hire herds of idiots by count
 - Firing plan – nobody is hired
 - Bad people (really) make others work worse and eat management time - **must be fired** - do reviews
- **Random**
 - Good recruiters help, but always over sell both ways
 - Retained recruiters are better (simply they are)
 - Stronger/bright light example – people must be monitored to work harder
 - Check references, blind references, check internet, do Kroll for important positions, even do psychologist profiling
 - Cultures are different and Cultures are the same
 - Read Machiavelli or Bible – people are all imperfect – do not be naïve

Thought#3: Location & Geography

- **Distributed is bad**
 - Be paranoid minimize number of locations
 - Force executives to be in one place
 - Make a policy on which functions are where (product planning vs. program management)
 - Think ahead – moving is hard or impossible
- **Examples of good locations**
 - Business if in US: Silicon Valley, Boston and Seattle (not cheaper)
 - R&D if in Russia: Moscow, Sankt Petersburg (not cheaper)
- **Random thoughts**
 - Time differences matter – East Coast is easier with Moscow / Russia
 - Close to airport matters – for you and visitors
 - Important technology markets – US (40% effort), Germany (30% effort), Japan (30% effort)
 - APAC is large (Japan, China, India, Korea, rest of Asia, Australia, NZ)
 - UK is not US (and neither are Au and NZ)
 - User republishers for starting new markets – but have proper contract (topline recognition)

Thought#4: Taxation & Finance

- **If you are an international company – you have to have efficient tax structure – your competitors do**
 - Pricing study (compliant)
 - Switzerland (or Ireland, or Singapore, or Luxembourg)
 - Bermuda (or BVI, or else)
 - Hire Big4 or former to help – legal opinions and memos are needed
- **Important to have good finance department and finance systems**
 - Driving with open eyes
 - Controls are needed – shit happens (all the time actually)
 - Various clean ups like related party transactions could be done early
 - Recognize revenues and expenses correctly and focus on cashflow generation
- **Random**
 - 409A Valuations
 - E&Y and PWC could be cheaper than Grant Thornton and such – international resources
 - Hire good head of finance and let him do it
 - Personally prefer COO like CFO, not Controller like CFO

Thought#5: Investors

- **There are different kinds of investors**
 - Track record – bad and good (people too)
 - Early or late stage (different help)
 - Expected multiple (could be bad if you do too good...)
 - Short or long term (are you ready for an exit soon?)
 - Majority / minority (control freaks or not)
 - Strategic (and why they could be bad)
 - Use Kroll – you must (!!!)
- **Investors are not your friends (often compared to marriages, mmm – sure, but with very certain 2-7 years forced divorces...)**
 - Most/many of them could be very aggressive and focused on every penny, especially if at odds
 - Read your documents and hire very good lawyers
 - Yet they still could be very good partners – just know what you are getting into
- **By far most professional technology investors are in USA**
 - They become your partners, so if unprofessional they would make it difficult to build the company
 - In any country try to get top tier ones

Thought#6: Personal

- **One could be ½ or 2x efficient – that is 4x difference**
 - Startups are build by efficient application of lots of energy by founders – you must have energy to apply
- **Very basic things**
 - Sleep, Sport, Drink, Eat and Family – every small step is good
 - Spend time outside of email and take weekends (I don't)
- **Controlled delegation – extend your reach**
 - Personal assistant, Business manager, Technology advisors
- **Basics**
 - Blackberry, Skype, Exchange
 - IT (home, work) – all-in-one, headsets, wireless broadband, second monitor, fast notebook, backup and more (who is interested I could send my list)
- **Both Hours or attitude are important (but different 😊):**
 - Initially attitude: Business is about making tough decisions – travel economy, stay in cheap hotels
 - Later Hours: Travel business class, stay in reasonable hotel
- **Be Stubborn – that is all you have – (Starbucks and 223 rejections)!**

Thought#7: Making Money

- **You need to build cashflow – not technology**
 - Business is about making money
 - Technology business is also about making money!!!
 - Cashflow is not about revenue it is about profit!!!
- **Building cashflow is about (Korean wisdom):**
 - If you are to pay money you pay as little as possible and as long as possible (SAVING)
 - If you are to be paid money you try to get as much as possible and as quick as possible (SELLING)
- **What are your (contribution) margins?**
 - Per product (R&D/support good need to be 80%)
 - Per country (good need to be 70%)
 - Per employee (MSFT – 550K, Google – 650K)
 - Per engineer (Good to be 1 million/year)

Thought #8: Legal & Lawyers

- **Very important to have good lawyers**
 - If your business scales mistakes they made balloon
 - If your business does not scale – better not start
 - Good lawyers are never cheap per hour
- **There are different ones:**
 - Patents – you must have them, as you scale they would be needed
 - Corporate documents – especially investment (!!!)
 - Contracts – many could have expensive consequence
 - Tax – same story with scaling
 - Litigation – do not be shy to sue others, and expected to be sued
- **Lawyers are people – use references**
 - But big firms could be more efficient, using cheaper ones

Thought #9: Product Development – 1st Growth Engine

- **The differences between managed and non-managed process are REALLY up to 10x – costs do not matter that much, efficiency does (!!!)**
 - Reuse (internal and external)
 - Planning and Documentation
 - Metrics and Monitoring
 - Post-mortem and constant improvements
 - Are all engineers motivated to be creative and do they “**switch on**” their brains?
- **Engineering is not about technology development (or writing code), it is about**
 - Product Management
 - Project Management
 - Program Management
 - Quality Management
 - Architecture Management
- **Hire experienced people – engineering is a skill/profession – not art/science**
 - Project/Quality – 10+ years of good experience (MSFT, etc)
 - Architect/Product/Program – 15+ years experience (MSFT, etc)
 - **Do they exist in Russia or India? Almost not at all – technology developers do!**

Thought #10: Marketing – 2nd Growth Engine

- **Not marketed technology products do not sell**
 - Marketing is art and process (imagine the composer & conductor & orchestra administrator)
- **Product/Solutions Marketing**
 - Technology products are non-obvious – unless well explained, could not be sold
 - Product Strategy, Product Roadmap, Capabilities, Benefits, Advantages, Usage Cases, Description, Diagram, Testimonials & Case Studies
 - Create > implement > monitor – globally and company wide
 - Product Launches: Not launched products do not sell - sales force, channel, website, materials, AR/PR, support , customer base
 - Product Pricing and Product Planning
- **Corporate marketing**
 - Naming & Branding: Be simple, disciplined and descriptive. What is a single thing your brand is about? Own your and close domain names worldwide
 - PR/AR and Viral: Use small to medium size PR firm and have PR person in-house (process vs. evangelist); Must be orchestrated – review guides (pro and anti), talking points, speaker coaching, selected speakers
- **Field Marketing**
 - Lead Generation and Opportunity Management: partially marketing and partially sales
 - Channel Marketing: It is not enough to just sign up the channel – it has to be engaged and supported
 - International Marketing: Do not forget about it – does not happen automatically, requires monitoring and localizations

Thought #11: Sales & Partnerships – 3rd Growth Engine

- **The problem is – how to scale quickly and how to make profit while scaling?**
 - You must think and plan this – do not be just opportunistic
- **Example of the Strategy which worked for Acronis**
 - Consumer products are low margin – giants do not like them – but they are high volume and high visibility
 - Enter the (geo) market through strong consumer product – simple technology and simple online/retail channel
 - Use PR to create pull demand - user base and PR creates strong brand
 - Brand & users will carry the products up to SMB and up to Department level Enterprise
 - Use AR/PR to get more traction and go after large/larger Enterprise
- **Sales models**
 - Sales are equally or more about process as support (could be ½ or 2x more efficient)
 - Revenues are about activities (per calendar period) - discipline your sales force to use Salesforce (or something)
 - Profits are about lead management – track contribution margin and track leads through down to the sale
 - Other: SMBs buy through channel - enable it; Online is about sales; Who is making buying decision
- **Partnerships**
 - Effectively channel but with higher leverage and strategic cons. – they want to sell their staff
 - Sign them up – but then train and motivate their sales and then manage your product sales process
 - Large companies are slow – do not waste your energy quickly, and do not have your hopes too high (or too low)

Thought #12: Support and More

- **Product is not program (NOT AT ALL):**
 - Marketing materials, sales pitches and website (A example)
 - Product documentation
 - Download and install
 - License and Purchase
 - Upgrade and Updates
 - Localization (!!!)
 - Support and Services
- **Support is about professional people management**
 - Can be 3x more efficient and 2x more satisfaction
 - Main reason for bad support is bad product quality – feedback to engineers must be provided
 - Can make money (directly and indirectly) or cost money
 - Metrics, Training, Hiring and Firing are MANDATORY
 - Consider careful outsourcing but keep 30-50% in-house
 - English skills are more important then technical
 - 1st level, 2nd level unified and 3rd per product

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Join Parallels Team!

Join Parallels Team! Parallels Panel

Director of Product Management, Parallels Plesk

- **Location: Seattle**
- **Compensation: \$150k-250k + Stock**
- **Responsibilities:**
 - Define and own the short- and long- term product strategy, roadmap, and market positioning for the Parallels Plesk Panel family of products
 - Responsible for competitive product analysis, market and customer segmentation and customer needs analysis
 - Implement industry-best processes and practices for gathering and analyzing requirements, designing and shipping complex software products
- **Qualifications (15+ years)**
 - 15 years or more of technical product management experience with at least 5 years as manager.
 - Proven success record in driving requirements, design, development and shipping complex system management or products.
 - Excellent skills in analyzing and formalizing requirements for software products.
 - Excellent communication (written/verbal, Russian/English) and consensus building skills.

Director of Engineering, Parallels Plesk

- **Location: Novosibirsk (expat package)**
- **Compensation: \$150k-250k+ Stock**
- **Responsibilities:**
 - Lead and daily manage team of 30+ engineers and architects across multiple engineering teams
 - Maintain software development best practices across all teams
 - Deliver commercial software releases on-time, on-budget, with high quality and according to agreed-to scope
 - Build and retain productive and efficient teams through strong recruitment, motivation, mentoring and career management
- **Qualifications (10+ years)**
 - 10+ years software development experience with 5+ years as engineering manager/director
 - Proven track record of successful leadership in software product development.
 - Strong project-management skills. Proven track record for product delivery
 - Excellent communication (written/verbal, Russian/English) and consensus building skills.

Join Parallels Team! Parallels Automation

Director of Program Management, Automation

- **Location: Moscow (expat package)**
- **Compensation: \$150k-\$250k + Stock**
- **Responsibilities:**
 - Implementing industry-best processes and practices for gathering and analyzing requirements, designing and shipping complex software products.
 - Working with customers and Parallels executives to define and execute on Parallels Automation vision and product roadmaps.
 - Improving collaboration across all Parallels Automation organizations – sales, marketing, support, PM, development, QA, professional services.
- **Qualifications (15+ years):**
 - 10+ years of technical product management experience with at least 5 years as manager.
 - Proven success record in driving requirements, design, development and shipping complex system management or products.
 - Excellent skills in analyzing and formalizing requirements for software products.
 - Excellent communication (written/verbal, Russian/English) and consensus building skills.

Senior Architect (or CTO), Automation

- **Location: Moscow (expat package)**
- **Compensation: \$150k-250k + Stock**
- **Responsibilities:**
 - Drive architecture and development of the internal and external platforms by leading and coordinating work of architecture teams.
 - Drive internal and external evangelization efforts targeted at increasing adoption of the platform technologies by internal product teams and external ISVs.
 - Provide direction and structure for the development of the platform, transition to the platform, evangelizing the platform .
- **Qualifications (15+ years)**
 - 15+ years of experience with at least 5 years as a product or a product line architect
 - Extensive experience with the enterprise management and automation products and related technologies
 - Proven success record in creating and implementing complex software architectures for several successive versions of a product or a product line
 - Excellent communicator and consensus builder

Join Parallels Team! Parallels Virtualization

Director of Program Management, Virtualization

- **Location: Moscow (expat package)**
- **Compensation: \$150k - \$250k + Stock**
- **Responsibilities:**
 - Identify, define, plan and execute (design and spec) feature requirements.
 - Incorporate and validate customer requirements and feedback into product design
 - Work with development, test, business leadership and our partner teams to ensure that product meets functional, quality, performance, scalability, privacy, security and usability goals
 - Assign duties, responsibilities and scope of authority to program management team
- **Qualifications (15+ years):**
 - Knowledge of the market and industry: competitors, customer needs
 - Ability and vision to anticipate future demands and competitive trends
 - 10+ years of industry experience with demonstrable success in releasing 2 or more products
 - 3 or more years of program management experience
 - Excellent communication (written/verbal, Russian/English) and consensus building skills.
 - Experience in the area of OS kernel development and/or virtualization technologies is a huge plus
 - BS or MS in Computer Science or equivalent (PhD a plus)



Questions?