**Targo Tennisberg**([targot@gmail.com](mailto:targot@gmail.com), <https://www.linkedin.com/in/targotennisberg>)

## Work Experience

**Hyperintelligent Aliens OÜ, Tartu, Estonia**, 08/2017 – present

**CEO**, 08/2017 – present

Leading a company that builds enterprise content management software for various public and private sector organizations in Estonia, based on SharePoint platform. Customer include Ministry of Education, Ministry of Environment, Estonian Agriculture Registers and Information Board, and others.

Tasks include:

* Sales, customer relations, and management of the technical team (5 developers as of early 2019).

**eAgronom OÜ, Tartu, Estonia**, 08/2017 – 02/2018

**Software Architect**, 08/2017 – 02/2018

Tasks included:

* Defining the data model of the system
* Guiding the development team when moving to updated platform

**Bondora AS, Tallinn, Estonia**, 06/2015 – 08/2017

**Software Architect/CTO**, 06/2015 – 08/2017

Tasks included:

* Managing the development team, including hiring people and organizing team structure.
* Designing the technical outline and structure of the product.
* Designing development procedures, tools and quality metrics.
* Providing guidance for efficient technical solutions.

**Nortal AS (formerly Webmedia), Tartu/Tallinn, Estonia**, 08/2008 – 04/2015

**Software Architect**, 04/2010 – 05/2015

Led the creation of a SharePoint-based information management and workflow solution by turning a custom-made software project into a generic product. This product won the Microsoft Country Partner of the Year award for 2010, and is currently used in several Estonian public and private sector organizations.

Tasks included:

* Setting the technical course and defining the architecture for the product;
* Designing the APIs and ensuring consistent design patterns for both internal and external (integration) scenarios;
* Vetting requirements and translating them into technical goals;
* Driving the team’s agile development procedure (scrum, continuous integration);
* Personally implementing the more difficult parts of the code.

Innovative highlights include:

* Database system with a dynamic, user-customizable schema;
* Dynamic workflow engine that enables altering the structure of the workflow and sequence of tasks on the fly;
* Expression engine that enables end user-customizable calculations and business logic.

**Business Unit Manager**, 01/2009 - 04/2010

Managed a cross-discipline unit executing various simultaneous projects. Maximum size of the organization was 40+ people.

Tasks included:

* Business planning and budgeting
* Staffing the projects, hiring and firing
* Business status reporting to company management
* Handling issues escalated from customers

**Development Manager**, 08/2008 - 12/2008

Tasks included:

* Overseeing software development procedures in areas related to Microsoft technologies;
* Contributing to sales and bidding process;
* Conducting performance reviews with developers.

**Microsoft Corporation, Redmond, Washington, USA,** 04/1999 – 07/2008

Worked in the SharePoint team since its conception, and contributed to its growth to a global billion dollar business.

Ended my stay in Redmond on level 64, having received straight 4.0/Exceeded performance ratings for 6 years in a row at that time.

**Senior Development Lead** 05/2005 – 07/2008

* Tasks Included:
  + Everyday team leadership, coordination of assignments, conducting performance reviews, making recommendations on salaries and bonuses.
  + Coordination of work with other teams and product groups
  + Still spent 20-25% of time on technical design and coding
* Shipped products:
  + Microsoft Office SharePoint Server (MOSS) 2007
  + Microsoft Dynamics
* On year 2006, one quarter of MOSS core developers were reporting to me.
* In MS Poll results, Workgroup Health Index (WHI) exceeded both the product group average and Microsoft average
* Feedback from my direct reports highlighted opportunities to develop themselves and advance their careers.
* SharePoint platform continued rapid growth, revenues in the 2008/2009 fiscal year exceeded USD 1 billion.

**Senior Software Design Engineer,** 07/2004 – 05/2005

Tasks included:

* Software design and implementation, using .Net Framework, ASP.Net, and SQL technologies
* Resolving architectural questions and arguments within the team
* Mentoring and advising other team members
* Solving various technical issues and performing tasks spanning the whole product.

**Software Design Engineer 0**4/1999 - 07/2004

Tasks included:

* Software design and implementation, using COM, SQL, WebDAV, .Net Framework, and ASP.Net technologies
* Helping and advising other team members with more complicated tasks
* Handling tasks that spanned the whole product, like performance analysis and making recommendations to improve it.

Shipped products:

* SharePoint Portal Server 2001
* Office XP
* SharePoint Portal Server 2003.

**Aprote Ltd, Tartu, Estonia** 07/1997 – 04/1999   
**Programmer**

* Aircraft electrical system configuration utility, subcontracted from *Airbus Industrie*, using MS Visual C++. I was the primary developer on the project.
* Customer information system for *Tallinna Vesi* (Tallinn Water), using Oracle Forms.

**Urania Ltd, Tartu, Estonia** 10/1996 – 07/1997  
**Programmer**  
Various projects using Borland Delphi, most notable of those being *Telebank*, which was used in several Estonian banks at the time.

## Education

**Microsoft Corporation**

Various technical (from database optimization to inner workings of .Net Framework) and people management courses.

**Tartu University**

B.S. in Computer Science, February 1999, *cum laude.*

**Haapsalu Secondary School**

Graduated in 1995 with gold medal.

Participated in various math (best result: first place in national contest) and programming (best result: second place in national contest) competitions.

## Skills

**Technologies:**

* Deep knowledge of C# and .Net Framework, 15+ years of experience, having used it since the first internal releases.
* Extensive knowledge of SQL and database technologies, 10+ years.
* Extensive knowledge of C/C++, 10+ years.
* Deep experience with SharePoint technologies, having been involved in creation of the product family for 9 years, and doing consulting and development work for 10 more years.
* Wide experience with web-based (both Internet and intranet) technologies, especially on Microsoft platform.
* Wide experience with multi-tier systems and SOA.
* Significant experience in designing for performance, performance troubleshooting, debugging and optimization of server applications.
* Knowledge of TCP/IP and network-based applications.

**Software development process:**

* Extensive experience with software projects of various scale. Have participated in projects involving 1, 10, 100, or thousands of people, and where the amount of code exceeds tens of millions of lines.
* Experience in designing and writing flexible and extensible software that has to fit the needs of many different customers and their requirements while maintaining a common core feature-set.
* Handled various development and quality assurance processes in all stages of a software development cycle, and delivered many significant projects.

**Management:**

* Practical team management experience in very large and diverse settings (I have had people of eight different nationalities reporting to me).
* Experience working with both very capable, ambitious and productive people and creating challenges for them, and also less successful people needing more support.
* Experience managing other people managers (M2 management).

**Business:**

* Experience in managing a Profit & Loss unit, including planning, budgeting, hiring and firing, and everyday business management.

## Other

* Inventor or co-inventor of 7 software patents.
* Author of a textbook on competitive programming (<http://targotennisberg.com/eio/VP>)
* Coach of the Estonian national team for International Olympiads in Informatics.
* Significant experience in presenting and lecturing. Taught courses in University of Tartu on software project management. Received very good feedback from students.
* Have written various articles in both professional and mainstream media on the topics of software development and IT education.

## References

Arshish Kapadia, Principal Software Engineering Manager, Microsoft, [arshishk@imcrosoft.com](mailto:arshishk@imcrosoft.com)

Maksim Zukov, Project Manager, Nortal, [maksim.zukov@nortal.com](mailto:maksim.zukov@nortal.com)

Taavi Kotka, former CEO of Nortal and former CIO of Estonian government [taavikotka@gmail.com](mailto:taavikotka@gmail.com)

Pärtel Tomberg, CEO, Bondora, [partel.tomberg@bondora.com](mailto:partel.tomberg@bondora.com)