UNITED STATES PATENT AND TRADEMARK OFFICE

BEFORE THE PATENT TRIAL AND APPEAL BOARD

ServiceNow, Inc.
Petitioner

v.

BMC Software, Inc.
Patent Owner

U.S. Patent No. 6,816,898
Filing Date: August 16, 2000
Issue Date: November 9, 2004

TITLE: INTERFACING EXTERNAL METRICS INTO A PERFORMANCE MANAGEMENT SYSTEM

DECLARATION OF TAL LAVIAN, PH.D.

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