

P. Ranganath Nayak

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Summary

Senior executive with wide experience including 8 years running small companies and 24 years of top-tier management consulting. Member of Executive Committee of a top-ten consulting firm. Extensive experience with corporate governance, business strategy, technology strategy, product innovation, marketing, process management, and organizational change in a range of industries. Excellent written and verbal communications skills. Strong capability to motivate teams.

Work

2004-Now CEO, Cytel Inc. Cytel is focused on helping pharmaceutical, biotech, and medical device companies to improve clinical development by the application of innovative designs for clinical trials. The company's core competencies are statistics, operations research, fast computational algorithms, and the development of robust commercial statistical software.

2001-2004 Independent Consultant to startups

2000-2001 Chairman and CEO, Auripay Inc., Cambridge, MA. Auripay was a start-up software company that produced products to enhance consumer security for Internet shopping. Raised \$2.2 million of seed and bridge capital, developed the organization, and obtained J.P. Morgan Chase as a customer. Sold the company, July 2001 in a favorable deal for investors.

1997-2000 Vice President, The Boston Consulting Group, Boston.

- Led business development efforts in India (now 50+ professionals), as well as in case teams in consumer goods and the automotive industry in the USA.
- Streamlined the corporate structure of a \$5 Billion Indian conglomerate, leading to a \$20 Million annual cost reduction and an increase in market cap of over 100%.
- Led effort to develop knowledge management software that allows a dispersed team to collaborate, learn together, and document their learning and make it available to others.

1976-1997 Arthur D. Little Inc., Cambridge, MA

1988-1997 Senior Vice President, member of the Executive Committee

- Developed the company's High Performance Business offering, connecting stakeholders, strategy, processes, resources, organizational factors and metrics together, and leading to \$20 Million incremental annual revenues in two years
- Applied these techniques to such not-for-profit organizations as universities,

government departments, and charities like the MSPCC

- Led the effort to develop the company's services in organizational learning
- Oversaw the ADL School of Management; 60 MBAs, many Executive
- Education programs; cited as the best business school for blending theory with practice; taught in Executive Education programs
- Presented new products to clients worldwide
- Managed media relations, raising media mentions to the highest of any consulting firm

1982-1988 Vice President

- Managed Operations Management Practice with 100 professionals and annual revenues of \$20 Million, growing it from \$5 Million over 5 years
- Managed the Ford Motor Company account, \$3 million per year, mid-1980s

1976-1982 Manager

- Started, grew, and managed the Transportation practice, \$1 Million per year

1973-1976 Tata Engineering and Locomotive Company, India, research and production engineer

- Did product development and installed production equipment for a greenfield automotive fabrication and assembly operation, now producing 50,000 heavy trucks per year as well as cars and SUVs.

1968-1973 Bolt Beranek and Newman, Cambridge, MA., research scientist

- Wrote proposals, did research on instability of high-speed trains, noise radiation from submarines, and vibrations of rockets, and wrote reports for U.S. Government sponsors.

Education

1968 Ph.D. in Mechanical Engineering, Massachusetts Institute of Technology.

1965 S.M., Massachusetts Institute of Technology.

1963 B.E. (Hons), VJTI, Bombay, India

Publications

1995 *Product Juggernauts*, Harvard Business School Press, co-author. Book on managing product development, translated into many languages.

1986 *Breakthroughs!*, Rawson Associates, principal author. Best-selling study of hugely successful commercial innovations, including the Walkman, the VCR, the microwave oven, Nike shoes, Federal Express, the Toyota production system. Translated into many languages. Second, expanded edition, 1994.

Other Many management and technical articles

Personal

Married, with grown children; U.S. citizen.

Current pro bono work as Board Member for Cultural Survival (helps indigenous peoples around the world); volunteer at the MIT Venture Mentoring Service. Have worked in the past with Red Cross of Mass Bay (Board member) and The Massachusetts Society for the Prevention of Cruelty to Children (pro bono consulting to install management processes). Also consulted on a pro bono basis for several years to the Superintendent of Belmont Public Schools, helping improve management processes.

References on request