

General Manager and Product Management Executive with extensive P&L, product management, marketing, business planning and operations experience in managed services, SaaS, cloud computing, enterprise software and telecommunication industries for enterprise and consumer markets. Strong needs identification, strategy planning, and analysis, business case, financial strategy, marketing strategy, problem solving skills, and managing multiple product lines ranging from \$15+ MM to \$300+ MM in revenue and spanning global markets.

AREAS OF EXPERTISE

SELECTED RELEVANT EXPERIENCE

Business Transformation of Product Portfolio

- Strategic analysis
- Identify opportunities
- Develop & execute business plan

- General Manager responsible for turnaround of product and go-to-market for Cloud Datacenter-as-a-Service portfolio using OpenStack and CloudStack at **SunGard** (\$140+ MM P&L). Lead a ~ 40 person global products and service delivery organization consisting of Directors, Product Managers, Project Managers, Service Managers, Service Architects, Lean Process Managers and Operations staff.
- Launch **Symantec SPN** from concept to P&L with \$80MM revenue contribution. Developed business case, market segmentation, service product requirements, remote delivery model, product development operating model and management for SPN™, Remote Expert Services™ and Premium Services™ products for the respective service organizations.
- Delivered 15% new revenue for **Seagate i365™** business unit through identification and launch of new remote managed services products. Analyze market needs, identify gaps, develop remote disk recovery services portfolio, evangelize and buy-in from CxO staff, and delivered a remote disk recovery blueprint for i365™ business unit.

Product Management, Marketing and Development

- P&L management
- Technology-driven product innovation
- Product lifecycle management
- Competitive benchmarking, pricing and positioning

- Developed business case, product requirements and ongoing lifecycle management for **Cisco Smart Care SaaS** products. Developed "IT as a Service" service specifications by combining technology-enabled service lifecycle management with global delivery partners to deliver premier managed services for enterprise IT organizations.
- Develop product requirements and manage P&L for Renewable Energy Infrastructure Management SaaS platform and work with offshore development teams for **Power-One**, a \$1B+ industry leader in renewable energy generation products
- Lead product innovation, product management and product development for the industry's first SaaS data-center smart analytics and business services management (BSM) product line at **Euclid Inc.**, a venture funded company (acquired by HP).
- P&L management of global product strategy, product portfolio planning, product development and implementation, product marketing and life cycle management of ASP and Hosting Products for Enterprise markets at **Global Crossing** with direct revenue contribution of \$170MM
- Lead product management, development and marketing for Internet services products including Internet access (dedicated/dial), VPN services, managed services and multicasting services at **Sprint** with direct revenue contribution of \$100MM

Product Operations, Optimization and Excellence

- User experience monitoring and management
- Lean and Six-Sigma Service improvement programs

- Improved CSAT/FCR by 28% and generated savings of \$9.2MM in 12 months for **eBay's** Seller Markets support program by implementing a closed-loop customer advocacy PMO.
- Increased technical services profitability by 31% and developed center of excellence in technical service operations at **NetSuite**, the ERP SaaS market leader
- Delivered \$14MM/year in savings through services outsourcing re-design through current-state, gap analyses, requirements definition, competitive benchmarking, phased project implementation, managing cross functional team, delivered project milestones and rolled out the entire re-design program (across 8 countries) in 7 months for **AT&T** Hosting Operations

PROFESSIONAL EXPERIENCE

Gemini Systems

Founder and CEO

2014 - Present

- Founder and CEO of a stealth mode startup that is developing an innovative cloud infrastructure platform that radically improves the product development agility for IT and enterprise markets

SunGard

Sr. Director / General Manager, Cloud Services

2011 - 2013

- Business Unit Product Owner with P&L responsibilities for SunGard Availability Services, a \$1.2B+ revenue IT and Cloud services business unit of SunGard
- Turnaround of product and go-to-market for cloud, virtualization, and managed services product portfolio (\$140+ MM net revenue contribution) based on cloud and virtualization technologies. Concept to launch of award-winning industry's first DR, Backup and Storage as-a-Service offerings using OpenStack and CloudStack cloud platforms
- Manage global alliances, market and business development programs with ITO, Service Provider, OEM and channel partner ecosystem (two and three-tier distribution models), including partner acquisition and economic relationships

Sacrum (acquired by PwC)

Founder and VP of Product Innovation

2006 - 2010

Sacrum, acquired by PwC, is a management and business transformation consulting firm with global engagements in the Global 2000 segment. The primary services include innovation management, product management, product design and development, performance improvement, business process re-engineering, risk management, global shared services solutions across different industry verticals.

- Lead key technology transformation consulting assignments in managed services, cloud computing and SaaS-based offerings for clients – Symantec, Seagate, eBay, Cisco Systems, Equinix, Salesforce.com, Webex, AT&T etc.
- Develop the product portfolio and managed a consulting team of ~180 consultants across locations in New York, London, Dubai, HongKong and New Delhi.
- P&L management and grew the technology transformation practice from \$5M to ~\$100M in revenue in 5 years through organic growth and strategic acquisitions
- Recognized by Inc., E&Y, World Economic Forum and several international forums as the growth leader in the innovation and management consulting services

Euclid Inc. (acquired by HP)

Founder and Head of Product Management

2002 - 2006

Euclid (founding team member) was a privately-held Datacenter Service Management (DSM) enterprise SaaS software vendor. Their product portfolio includes service management, service monitoring, data-center management and integrated dashboard products primarily targeting CIOs and VP-level end users. The company was acquired by HP.

- Responsible for developing product requirements and driving timely delivery of Euclid's DSM and IT Governance SaaS products, with 60+ large Fortune 1000 reference deployments
- Identified and managed product line focusing on emerging areas such as energy monitoring and management in IT data centers
- Key outbound product management functional responsibilities included managing customer focus groups, primary market research, opportunity validation, market research analyst briefings, etc.

Greylock

Principal, Enterprise Software and Communications Practice

2000 - 2002

Established in 1965, Greylock is one of the earliest venture capital firms in the country, and over the ensuing 40 years, has raised a series of eleven partnerships, with committed capital in excess of \$2.2 billion, and helped build approximately 300 successful companies

- Develop early-stage investment theses for Enterprise Software and Communications markets
- Develop proprietary deal-flow, perform due-diligence, risk-analysis (technology, operations, financial and execution) and propose investment recommendations to the General partnership
- Provide portfolio management in areas of strategic marketing, product management and M&A opportunities for portfolio companies
- Manage relationships with corporate venture capital groups and complementary peers across U.S., Europe and Asia

Global Crossing**Senior Director, Datacenter Product Management & Marketing****1999 - 2000**

Global Crossing is one of the largest trans-continental telecommunications providers serving over 35 percent of the Fortune 500, as well as 700 carriers, mobile operators and ISPs with a fully integrated and interoperable suite of IP and legacy services including IP VPN Service, VoIP Service and IP Video

- Define and deploy the Hosting and Internet Services product strategy with a revenue contribution (actual) of \$140M in fiscal year 2000 (Global Crossing COO Award)
- Lead product management, development and marketing for Hosting and Internet Services products
- Functional management of global product strategy, product portfolio planning, product development and implementation, product marketing and life cycle management for the ISP/Wholesale, Enterprise and SME business markets
- Recruit and manage a world-class, high energy, entrepreneurial and execution-oriented Product Management and Marketing organization
- Internal and external senior executive champion for Hosting and Internet Services products
- Plan and manage the integration of products/services acquired from partners with Global Crossing systems and business processes

Sprint**Product Manager, Internet Services****1995 - 1999**

- Define and deploy the Internet services product strategy and three-year business plan with a revenue contribution (actual) of \$100M in fiscal year 1999 (Sprint Employee Achievement Award)
- Lead product management, development and marketing for Internet services products including Internet access (dedicated/dial), VPN services, managed CPE, DNS and multicasting services
- Define and develop global Internet strategy – Competitive analysis, market research, business case development including engineering plan and executive briefing (COO and CEO) -- (Sprint Employee Achievement Award)
- Lead product implementation and delivery activities across international partners – Global One, France Telecom and Deutsche Telekom – and ensure coordinated global seamless service definition, execution and commercial market launch in 40 countries across the globe
- Define and develop peering and settlements policy -- Customer and market requirement analysis, economic and regulatory analysis, executive briefing (COO) and FCC / DOJ briefings
- Define and deploy strategic marketing plans to target multinational and national business market, and ISP/carrier market Senior

EDUCATION

Master of Science in Engineering, Georgia Institute of Technology (Fall 1995)

Bachelor of Technology, Anna University, India (Fall 1993)

Executive Program, Wharton, University of Pennsylvania

PROFESSIONAL ACTIVITIES & BOARDS

Co-Founder & Principal, Lean Product Development Initiative, MIT (2010 – 2012)

Industry Advisory Board, Center for Experimental Research in Computer Systems, Georgia Tech (2012 – Present)

Global Leader, World Economic Forum (2007 – Present)

National Medal of Honor Recipient for Technology Innovation (1993)

Chairman of Board, House of Alva (2012 – Present)

Board Advisor – Actifio, Cloud Velocity, Copience, Embrane, Engineering Italia (eng.it), Hedvig, InMage Systems, Synnex

Speaker at international industry and professional association conferences