

RISHI AGARWAL, MBA (Michigan)

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Strategy and Corporate Development professional with 10 years' progressive experience in M&A, Strategy and Product Management.

EXPERTISE: Growth and Competitive strategy; Venture Capital; Financial Modeling including valuation, real options & scenario analysis; Financial Statement Analysis; Market Segmentation; Forecasting; Portfolio Optimization.

EXPERIENCE:

**Jul 10- present
& Jun-Aug 2009**

THERMO FISHER SCIENTIFIC [TFS] Sr. Associate, Strategy & Corporate Development Waltham, MA

- Identified targets, structured due-diligence processes with large cross-functional teams, owned valuation models, developed negotiation plans and managed internal and external relationships for deals with aggregate EV of \$8B.
- Collaborated with Divisions to develop market landscapes & pathways to achieve 100% revenue growth by 2020.
- Focused TFS's inorganic growth strategy on higher-margin higher-growth product and geographic adjacencies; led to \$3.5B Phadia acquisition.
- Owned due-diligence work stream and post-merger integration tracking for Phadia; captured synergies ahead of plan and expected to add \$0.26-\$0.30 to 2012 EPS.
- Built & managed a \$50MM budget venture-capital program to incubate instrument technology startups; invested \$11.5MM of budget YTD across various technology segments.
- Transformed TFS's Equity Investment strategy from passive to active: valued & prioritized liquidation of 28 equity investments; obtained Board of Directors seats on two hedge funds & represented TFS in their meetings.
- Signed & closed sale of investment in Pure Safety adding \$22MM to EBIT, an exit with 10X return & 21% IRR.
- Evaluated options to harvest \$121MM revenue Fire Protection business & recommended absorption into commercial safety business; reorganization led to annual overhead savings of \$1.5MM and saved 72 sales jobs.
- Negotiated successful purchase of local partners' share in India Joint-Venture and retention of leading minority partner as country manager, preventing loss of a strategically important leader.
- Persuaded management to withdraw from bidding for a \$600MM EV target noting its strategic misfit and unsustainable growth numbers, saving \$100MM+ in overpayment.
- Ensured business accountability through post-merger performance reviews (1, 3, 5 year) on 10+ transactions and continuously improved M&A process by incorporating learning from those reviews.
- Delivered first-ever TFS-wide Operations Strategic Plan to CEO identifying \$70MM+ in synergistic cost savings from cross-divisional rationalization of procurement, facilities and global manufacturing footprint.
- Resuscitated a \$60MM business with declining market share and shrinking margins by reorienting its competitive positioning, and reallocating resources to improve EBITDA by 250+ bps while growing revenues by 7%.
- Streamlined cross-functional acquisition process by introducing deal tools & creating transaction playbooks.
- Provided varied analytics during annual Strategic Planning process, maximizing return on capital allocation decisions exceeding \$1B.
- Created an econometric model capturing past & predicting future market size as well as competitors' revenue, growth and margins, providing visibility to market dynamics during periodic business reviews.
- Calculated Served Market Size & market share in various segments, helping Legal team to sort anti-trust issues on M&A deals and Investor Relations to position TFS as market leader with sell-side analysts.
- Tracked competitors' developments and analyzed their quarterly financials to prepare reports for the CEO and Senior Management, providing critical market insights.
- Developed & executed go-to-market strategy to supply Shale Gas industry after analyzing market-size and share, optimum portfolio & channel profitability; business is EBITDA positive with 2012E revenue of \$5MM.
- Improved value-proposition of Services Division by having resonating focus on customer needs & highlighting its favorable points of difference informed by market surveys and competitive benchmarking; increased sales by 2%.

Oct 08-Feb 10

U. of Michigan's FRANKEL FUND

Fellow / Team Lead

Ann Arbor, MI

- Led a team of 5 to source deals, conduct due-diligence, and manage broader activities for a 25 person VC Fund.
- Closed \$75K pre-seed investment in Ambiq Micro (<http://techcrunch.com/2010/11/09/ambiq-micro-dfj-2-4-million-seed/>) followed by seed investment of \$2.4MM led by DFJ Mercury.

Mar-May 2009

MICROSOFT Corp.

Strategy Consultant

Bellevue, WA / Europe

- Built a partner capacity-planning model, with insights derived from 57 partner interviews across 10 countries, to meet 3-year revenue targets; model is being used as standard tool by Microsoft to recruit strategic partners.

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|---|--|---|-----------------------------------|
| Nov 06-Aug 08 Product Management | SANDISK Corp. | Senior Engineer | Milpitas, CA |
| | <ul style="list-style-type: none"> • Key member of cross-functional team of engineers in JV with Toshiba; helped cut R&D time and implement product features that provided technical and product release lead over competition & market share gain of 3%+. • Conducted root-cause failure analysis and reduced production defects, increasing product yield by 11% and saved product worth \$12M. • Shared best practices and engineering tools with Matrix Semiconductor engineers, helping capture technology and operations synergies of Matrix acquisition. • Conceptualized and established an automated defect analysis system to mine data and analyze trends, proactively preventing production problems and saving \$1.5M annually. • Created effective communication protocols with Toshiba leading to 4X increase in joint project undertaking between SanDisk and Toshiba. • Negotiated revised service agreements with equipment vendors, reducing costs by \$147,000/year. | | |
| Jan 04-Nov06 Technology Management | INTEL Corp. | Product Engineer | Hillsboro, OR |
| | <ul style="list-style-type: none"> • Pitched strategic alliance to Intel's venture capital team after conducting technology due-diligence and "build vs. buy" analysis, resulting in \$5M equity investment. • Advised on patent cross-licensing deals with IBM & AMD, leading to faster technology innovation at Intel. • Established best practices for evaluating and selecting advanced equipment, and trained 100+ engineers on them; enabled in-time qualification and launch of \$32B revenue family of products. • Formed and led 30-member taskforce to help groups across Intel to share information and capitalize on each other's learning; accelerated project timelines by 20%. • Investigated applications, interviewed teams from customers, and proposed new features to design and process engineering teams; led to two design wins with OEM customers. • Managed 5 technicians and instituted productivity improvement plans, increasing group's throughput by 50%. • Collaborated with vendors to define, develop and benchmark next-generation tools for use across Intel; standardized equipment valued over \$200M. | | |
| May02-Dec03 | FAIRCHILD SEMICONDUCTOR | Process Engineer | Mountaintop, PA |
| | <ul style="list-style-type: none"> • Invented a critical component enabling product exceeding performance targets for next generation devices. • Conceived the idea and proposed to establish first in-house characterization lab; won management approval, and built and operated the lab, saving \$80,000 in annual costs. • Improved gate oxide growth with a 20% more energy efficient process, saving \$60K every production lot. | | |
| Jul 00-Aug 01 | INFOSYS TECHNOLOGIES | Software Analyst | Bangalore, India |
| | <ul style="list-style-type: none"> • Designed and developed CRM solution; improved user experience by 23%. • Proposed and implemented system changes saving \$150,000 for a Southern CA utility client. | | |
| EDUCATION: | | | |
| | CFA Level 2 Candidate, June 2012; Level 1 Pass | | |
| | UNIVERSITY OF MICHIGAN | Stephen M. Ross School of Business | Ann Arbor, MI |
| | Master of Business Administration, April 2010 | | Graduated with Distinction |
| | <ul style="list-style-type: none"> • Emphases in Corporate Strategy and Finance | | |
| | PENN STATE UNIVERSITY | | University Park, PA |
| | Master of Science, Electrical Engineering & Applied Physics, May 2004 | | GPA: 3.66/4.0 |
| | <ul style="list-style-type: none"> • Awarded the "Paul Lester Memorial Award" for best graduate thesis (47 nominees) | | |
| | NATIONAL INSITITUTE OF TECHNOLOGY TIRUCHIRAPPALLI | | Tiruchirappalli, India |
| | Bachelor of Science, Materials Science & Engineering, April 2000 | | GPA: 3.9/4.0 |
| ADDITIONAL: | <ul style="list-style-type: none"> • Proficient in Advanced Excel, PowerPoint, ThomsonOne, FactSet, Bloomberg, Capital IQ, SQL and ORACLE. • Work Authorization: US Citizen. | | |