

Jacob Chandy Varghese

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Strategic leader who has crafted teams he led into leaders in the global organisation and in the market place. His approach to Organisational Design and execution excellence has resulted in dramatic increase in revenue and footprint. Currently focusing on advising leaders of social-impact organisations to create innovative strategies to help them ride the disruptive change in their ecosystem, to create sustainable operations, and to achieve growth to get their organisations stay relevant and impactful in the long term.

Vision Setting for organisations * Entrepreneurship * Go-To-Market Strategy for Product Development * E2E Ownership of Product Development * Strategic Planning * Agile Program Management * Lean Start-up Culture * Hands-on leadership * Breadth of Development experience in Hardware and Software * Talent Acquisition & Staff Development * Mentoring * Cross Functional Stakeholder Engagement * Succession Planning * Social Entrepreneurship * Non Profit Branding

Strategic leader with proven success in creating and implementing the Vision for growth for the organisations under his leadership.

- **Built from scratch a Product Development Centre** in India for a Private Equity funded firm with full product-line development, leading to multi-million dollar revenue and profits, 40 customers (Tier 1 to Tier 3) across 3 continents, and gross margin around 60%.
- **Transformation of Product Engineering Team in India** in a global MNC, to a Product Ownership Centre catering to global customers, enabling 20% YoY growth for the Business Unit
- **Transformation of a set of knowledge management services professionals** in a product multinational into a Global Centre of Excellence serving 35 business units of the organisation across the globe.
- **Growth strategy and Program Management for non-profit organisation in the field of Environment**, to move from local significance to Global relevance, and handling a multi crore budget in the area of **Wetlands Restoration**. The strategy had its pillars as reusable frameworks of operational model and technology solutions including IOT.
- **Facilitator for Organisational Transformation** of a leading research organisation in Bangalore to becoming an International Federated University
- **Adjunct Faculty of Micro Economics** for Post Graduate Course at Mount Carmel College, Bangalore

Leadership Experience

DESCANT

Consultant

Dec 2016 to Present

Founded Descant to create Strategy and Execution blueprint for small businesses and non-profits. The strategy Recommendation has focus on Operational Efficiency, Sustainability and Growth and leveraging combination of LogFrame and Agile methodologies.

- Created the growth strategy of a 6 year old non-profit trust in the field of Environment. Developed a strategic blue print for a sustainable model of ecosystem conservation and restoration. Currently helping them succeed at fund raising opportunities to implement this model.
- Created a growth Strategy for a 20 year old AudioVisual firm in the space of acoustic products and solutions. Carved out strategy plan for creation of a new vertical, especially with a model of involving the Bottom of the Pyramid community.
- Lead Enabler of transformation of a research organisation in Bangalore to becoming a University of International Repute. Working closely with the Vice Chancellor in strategizing the implementation of the vision.
- Currently consulting with the leadership team of a University in creation of off-beat, trans disciplinary management courses which are of international appeal and relevance
- Currently consulting with a large non-profit spread across various countries of Asia in redefining their approach to grass root work definition and measurement of impact, to strategize growth into other countries.

- Designing scaling up strategy of non profits who work in domains including Climate change, Education, Rehabilitation etc.

NEWNET COMMUNICATION TECHNOLOGIES

Head of R&D, Secure Transactions Business Unit

Nov 2011 to June 2016

R&D Leader of the Secure Transactions Business Unit (BU), that develops Secure Transaction Gateways that route credit card transactions in the network, between the POS device & the bank server. With 18 people, new products were designed, introduced for trial and deployed, creating a successful story of product introduction with major customers worldwide, displacing Verifone, the internationally renowned incumbent player.

- Transformed a traditional R&D offshore setup into a start-up culture and created a productive working environment with the peer leaders in the BU in Product management, Services and Sales.
- Aggressively reduced product development costs by 50%, supported customer trials and converted them to sales, and increased the customer footprint to 40 customers across US, South America, APAC, Middle East and China.
- Introduced short release cycles, joint Inter-Operability Testing of POS devices in partnership with customers, as well as co-development and testing in customer labs for specific features. All these created an excellent confidence in customers about NewNet.
- Enabled revenue generation from zero to USD 15M in 3 years of inception of product development.

PRISM TREE CONSULTING

Consultant

Nov 2010 to Nov 2011

Founded this new venture to consult with non-profit firms to ensure that operations are efficiently run, and to introduce the right technology to increase their impact

- Consulted with two international NGOs on Execution Excellence analysis and gave a blueprint for their management structure and operational tracking.
- Submitted a proposal to Sam Pitroda, Chairman of National Knowledge Network, for creation of a 'National NGO Knowledge Framework' for operational efficiency in NGOs in India.
- Worked in partnership with Centre for Internet and Society, a non-profit firm in Bangalore, to bring out a proposal for 'Bridging the Digital Participation Divide' in rural sectors.

ALCATEL LUCENT

Director, Motive Product Division

Aug 2009 to Oct 2010

Led the 130-strong R&D team of Motive Product Line in India. Motive product line had market leadership in Device Management and Application Life Cycle Management for Smart Phones, Set Top Boxes & Smart meters.

- Transformed the India R&D team to a Product Ownership Centre for Mobile Device Management products for global customers of Alcatel Lucent.
- Took over the complete product ownership of WiMax Device Management products, including Product Management responsibility.

General Manager, IDCC

June 2006 to July 2009

Conceptualized and created the Information Development Competence Centre (IDCC) in India, for development of documentation and training. A decentralized team of 60 people were consolidated and grown into a global centre of excellence with around 120 staff, handling close to 60% of the product documentation of entire Alcatel Lucent.

- Championed the vision to top leaders of Alcatel Lucent, including Corporate CTO, Global HR Head etc. to get executive support to create the Global Competence Centre.

- Increased the Information Development Ownership from 9 Business Units to 35 Business Units within Alcatel Lucent.
- Defined and tracked 'Better-Faster-Cheaper' category metrics in both dashboard metrics and secondary metrics. This helped re-inforce confidence and support in IDCC by the global stakeholders.

Management & Development Experience

LUCENT TECHNOLOGIES

Program Manager

June 2004 to June 2006

- Established the first team in Lucent India to do Network Level Testing of a Wireless Radio system, by setting up the Base Station Router Lab and the team.
- Generation of a project Management framework using Visual Basic programming inside Microsoft Project Plan (mpp), which led to publishing a paper on Globally Distributed Product Development in the International Journal for Project Management, Elsevier Sciences, based on the practices done in the OMC-RAN Program Management . This was an innovative approach in project management.
- Prevented major out-of-phase architecture changes for the OMC-RAN product by doing traffic engineering analysis of the CDMA NMS traffic, thereby preventing cost escalation.

Project Manager

June 2000 to June 2004

- Expertise in Network Management Products development in C++, with frameworks like HP OpenView, ObjecTime (Rational RealTime), CORBA using Object Oriented Technologies.
- Test Automation for various areas of development testing, including automation of the Network Element Simulation Suite, resulting in 80% reduction of Test Automation Suite Generation Time.
- Architecture of a Mediation Server Product of Lucent, resulting in turnaround of a release to a major Lucent Customer in a span of 1 month for an SNMP and TL1.

Lead Engineer

June 1998 to May 2000

- Lead Designer for a TMN Framework with CMIP and CORBA Northbound Interface
- Module Owner and Developer of Fault Management System and Location Management System for a Wireless Broadband Network Management Product. Part of the Silicon Valley team of Lucent
- Leader Developer for Element Management System for Wireless Local Lan product

INFOSYS

Senior Systems Analyst

Oct 1996 to May 1998

- EMS Test Automation System for a start-up GSM customer, resulting in key reduction of testing cycle time.
- Software Development and Maintenance for EMS products in the Wireline area, using C++ on HPUx and Solaris.

CDOT (Centre for Development of Telematics)

Research Engineer

Aug 1993 to Oct 1996

- First to design a mixed signal board that handled baseband frequencies to Radio frequencies on a single board, with synthesizers and filters in the analog and digital domains.
- Implemented and owned the NMS software and Agent hardware and firmware for the Network Management System for the MCPC VSAT.

Publications

- Paper titled " A new framework for distributed product development", published in the International Journal of Project Management, Elsevier Sciences Publications, Netherlands, Nov 2004.

- A Sabbatical Work. Published the book “Such a Man Did Live”, about a global Christian leader. Dec 2016. The book has 100 articles from 100 different writers from across the world. The focus of the book was to reconstruct the multifaceted personality of this leader through these articles, to give patterns of impactful leadership to the reader.

Education

- Executive MBA (PGPMax, AACSB Accredited), **ISB (Indian School of Business)**, Hyderabad . (2014 to 2016)
- Certificate Program in “Ethics & Stakeholder Communication”, **Kellogg Executive Education**, 2015
- Certificate Program in “Competitive Marketing Strategy”, **Wharton Executive Education**, 2015
- B. Tech in Electronics & Communication, **NIT (National Institute of Technology)**, Calicut. 1989 to 1993