



Ralph E. Grabowski

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Summary Helped launch new products, companies and more than seven new technology-based fields, which have grown to become worth over ten billion dollars. Thirty-nine years experience as a startup CEO, VP of Marketing, Chief Marketing Officer (CMO), Marketing Consultant, and temporary executive. Specializing in front-end Marketing leadership; the fact-gathering, analytical Marketing process to steer the enterprise. Practiced in more than fifty technologies. Co-founded MIT's entrepreneurship program.

Experience
1983-present

Finished assignments such as;

Cytvc For details see <http://marketingvp.com/payback/cytvc>

Marketing Consultant to the founder during two years. My early market research, in advance of engineering, identified profound changes from the initial product concept; leading to the first significant improvement in cervical cancer screening in over 50 years. My data was used in testimony before Congress resulting in new legislation, CLIA. This motivated \$177.4 million funding for automated PAP smear preparation, a new biotech field, world market dominance, and growth to an acquisition by Hologic for \$6.2 billion.

Brooks Automation For details see <http://marketingvp.com/payback/brooks>

VP of Marketing as a temporary executive for 9 months. Repositioned a stagnant semiconductor equipment firm for dynamic growth; from 35 to 3,500 employees, from \$3.5 million revenue to \$.5 billion, and from \$2.1 million to a market cap of \$1.6 billion.

PerkinElmer Consultant. Steered several hundred million dollars of business decisions.

Phoenix Controls For details see <http://marketingvp.com/payback/phoenix>

VP of Marketing as a temporary executive for 6 months during early development and creation of a new environmental and building controls field, variable air volume (VAV) control systems for laboratory fume hoods. Phoenix grew from zero to a \$20-plus million firm dominating their market and was acquired by Honeywell.

1970-1982

Marketing manager and manager with technology-based enterprises.

Helped launch two startups and completed four turn-arounds including:

Eaton/Nova Became Director of Marketing when they had not received any purchase orders for six months, (new orders) market share was zero, they were a few weeks away from shipping the last unit on backlog and shutting down manufacturing, and following the departure of the entire Marketing organization.

Within six months, I rebuilt the marketing organization from zero and sold out the next eighteen months production; putting customers on allocation. This was accomplished in the face of severe competition, while simultaneously raising prices to bring ten points more to the bottom line, increasing market share from zero to 85%, and launching two new Ion Implanter and Rapid Thermal Processing (RTP) products. Eaton/Nova Division of Eaton is now Axcelis, a public company.

Becton Dickinson Medical Systems (BDMS) brought me in to turn around the Patient Monitoring Systems (Cardiology) operation after their market position had plummeted from #1 to #7, and when the Division had become unprofitable and unsaleable.

Within 24 months, in a zero growth market, I revived and grew BDMS from #7 to #2 in their market segment, tripled market share in the US, improved European market share from 7% to 35%, and increased Japanese share from 0.1% to 100%, while turning them profitable. The Division was then sold for a 50% premium.

Applicon's Chairman of the Board hired me to kick-start his new company. I helped launch the Computer-Aided Design (CAD) and the Electronic Design Automation (EDA) fields, created their literature and promotions, booked their first orders, set up channels of distribution in the US and Europe, and took Applicon to #1 in the world in both new fields. Schlumberger acquired Applicon.

1963-1969	Solid-state microwave circuit designer. Engineered the world's first high power, solid-state microwave oscillators; to replace Klystron vacuum tubes.
Education	BSEE, MIT, with thesis in image processing
Research	<p>Researched how the upstream Marketing budget drives success in technology-based enterprises. Invented the Marketing/Engineering Investment Ratio™ (M/E Ratio™), at the request of the MIT Enterprise Forum, to provide budgetary guidance. "Who is going To Buy The Darn Thing?" http://marketingvp.com/download/whois.pdf</p> <p>Super Successes invest more in front-end Marketing than in engineering. Surfaced evidence representing more than one trillion dollars in value creation by the successes, or in capital squandering by the failures, and a human impact or more than 400,000 jobs and over 150,000 engineering slots. http://marketingvp.com/invest</p>
Professional	<p>Supported the institutions of technology-based business and entrepreneurship:</p> <p>MIT Enterprise Forum panelist MIT Enterprise Forum Fall Workshop MIT Enterprise Forum Spring Workshop Board, Medical Development Group (MDG) Sponsor of the IEEE Entrepreneurs' Network Co-founder of MIT's entrepreneurship program Co-founder of the world's first IEEE Robotics Chapter Co-founder of North Shore Technology Council (NSTC) Co-founder of Technology Capital Network (TCN) at MIT Co-founder of MIT Sloan School of Management graduate course "Starting And Running A High Tech Company" Built the Marketing sequence for the National SBIR program Sponsor and Mentor, MIT \$100K Entrepreneurship Competition Taught or Mentored four teams who won MIT's \$100K Grand Prize Judge for design projects, MIT Mechanical Engineering Department Marketing Advisory Council, Suffolk University School of Management Developed "An Approach For Semiconductor Equipment Firms" for SEMI Created "Marketing, Promoting, And Selling On The Internet" for the IEEE</p>
Publications, teaching	<p>More than one hundred published papers, invited presentations, and courses taught for universities, institutions, and professional societies including:</p> <p>Suffolk University School of Management, Executive MBA, Adjunct Professor International Association of Students in Economics and Commerce (AIESEC) Boston University MBA with concentration in Innovation and Technology New Ventures Association (NVA) of MIT's Sloan School of Management Boston College Wallace E. Carroll Graduate School of Management Massachusetts Medical Device Industry Council (MassMEDIC) Semiconductor Equipment and Materials International (SEMI) Product Development and Management Association (PDMA) BU School of Management, Technology Commercialization Greater Nashua Software Entrepreneurs Group (GNSEG) Society of Competitive Intelligence Professionals (SCIP) The Corporate Board, Journal of Corporate Governance Institute of Electrical and Electronic Engineers (IEEE) Software Association of New Hampshire (SwANH) Korea Industrial Technology Association (KOITA) Massachusetts Institute of Technology (MIT) Entrepreneurs' Network (ENET) of the IEEE MIT Sloan Graduate School of Management Merrimack Valley Venture Forum (MVVF) American Marketing Association (AMA) Sales and Marketing Executives (SME) Automated Imaging Association (AIA) 128 Venture Capital Group (128VCG) Medical Development Group (MDG) National Science Foundation (NSF) MIT Enterprise Forum (MIT E/F)</p>