

ASHUTOSH SHESHABALAYA: Business intelligence/research studies and projects

(excludes projects covered by confidentiality agreements)

1986	Brussels	Ericsson Radio Systems AB, Sweden	Principal Consultant	Digital Microwave Radio Systems Definition of an entry strategy for in eight identified markets in Europe, Asia and Latin America.
1987	Brussels	Campbell Management, Brussels/London	Consultant	Intravenous Therapies in Europe An industry-wide audit and analysis of technology trends, competitors and demographics. End-customers included Baxter, Fresenius and Terumo.
1987	Brussels	Kallir Phillips Ross /Janssen Pharmaceutica, (Johnson & Johnson) Brussels/Beerse	Principal Consultant	Marketing Code of Practice Normative document in line with internal/external legal and quasi-legal rules, and aimed at retaining validity within future evolution of ethical norms.
1988	Brussels	Market and Industry Analysts/Economist Intelligence Unit, Brussels	Principal Consultant	IT-Enabled Value-Added Telecom Services in Europe Market intelligence report (regulatory, competitor issues) for Japan's Fujitsu prior to its acquisition of ICL in the UK. One key aspect was to retain the 'Britishness' of the company and remain eligible for ESPRIT (EU R&D) grants.
1988	Brussels	Campbell Management, Brussels/London	Consultant	Blood Collection and Processing in Europe An industry-wide audit and analysis of technology trends, competitors and demographics, as well as political issues. End-customers included B. Braun, Baxter and Terumo.
1989	Brussels	Price Waterhouse EC Services, Brussels	Principal Consultant	Multidisciplinary Partnership in Legal Services Market intelligence report on identification, approach and alignment of strategic perspectives in 'suitable' law firm.

1989-91	Brussels	Price Waterhouse EC Services, Brussels	Principal Consultant	<p>Petroleum Products Industry in Europe</p> <p>A three-year assignment to monitor and provide a monthly early warning system on key issues in this industry (including corporate, financial, regulatory and environmental) for the Japanese Ministry of International Trade and Industry.</p>
1990	Brussels	Campbell Management/DuPont, Brussels	Consultant	<p>Nonwoven Fabrics in Europe and the Middle East</p> <p>Definition of an entry strategy for EI DuPont de Nemours, for expansion in the medical/surgical hospital apparel market in Europe and the Middle East.</p>
1991	Brussels	Defence Connections, Brussels	Principal Consultant	<p>Fixed Wing Military Aircraft: The MLU Opportunity</p> <p>Market intelligence report for US military contractor (still covered by confidentiality contract) on influencing and bidding for mid-life updates of combat aircraft in 37 air forces.</p>
1991-92	Brussels	Price Waterhouse EC Services, Brussels	Principal Consultant	<p>Restructuring Healthcare in Europe</p> <p>A EU-wide audit and analysis of technology trends, competitors and demographics.</p> <p>[Led to headhunting by Egon Zehnder as Head of Communications of the European Federation of Pharmaceutical Industries.]</p>
1993	Brussels	European Commission (jointly with SB Biologicals and European Federation of Pharmaceutical Industry Associations)	Consultant	<p>The Global Vaccines Industry</p> <p>Strategic study on the contours of a globally competitive European vaccines industry-friendly policy.</p>
1994	Brussels/ London	Frost & Sullivan	Principal Consultant	<p>Power Transmission Industry in Europe</p> <p>A market study, profiles of 70 competitors, technology trend analysis (focused on powder metals).</p>

1995	India, US	Find-SVP Inc. (now Guideline Inc.), New York	Principal Consultant	<p>Healthcare Budgets in Europe</p> <p>Political intelligence report (regulatory and political issues, demographics, reimbursement criteria and trends, special focus on biotechnology).</p>
1996	India, US	Find-SVP Inc. (now Guideline Inc.), New York	Principal Consultant	<p>Household Cleaning Products in Europe</p> <p>Strategic study for launch of new functionally enhanced product range in Europe (and worldwide). Detailed analysis of demographic/market niches plus price and perception-based value-pointing.</p>
1997	India, Europe, Middle East	World Telehealth, Florida, US	Principal Consultant	<p>Leveraging Healthcare Trends for Telemedicine</p> <p>A strategic six-country study (Europe, India and the Middle East) on introducing a telemedicine offering from the US. Analysis of health spending trends and issues, focus on the hospital environment. Identification of key 'friends' in the domestic healthcare professional community as well as media. Political risk analysis (India and the Middle East).</p>
1997-98	India, US	Find-SVP Inc. (now Guideline Inc.), New York	Principal Consultant	<p>The Pharmaceutical Industry in India: Opportunity or Threat</p> <p>A multi-phased assignment to study the Indian pharmaceutical industry (and wider healthcare sector), to identify and provide in-depth analysis of emerging leaders (including key personnel), to conduct a SWOT analysis with respect to their strategies for the US market (focused on new research-based drugs, generics, new drug delivery systems).</p>
1998	India, US	Find-SVP Inc. (now Guideline Inc.), New York	Principal Consultant	<p>Medical Device Markets in India</p> <p>A report for a private equity investor on Indian high-growth healthcare market niches (CRO, clinical trials outsourcing, bioinformatics, rural telemedicine). Led to nine follow-up single client projects, including one on medical tourism.</p>
1998	India, US	Find-SVP Inc. (now Guideline Inc.), New York	Principal Consultant	<p>Engineering Products in India</p> <p>A ten-year trend analysis of Indian engineering markets, segmentation and demographics, the position of multinationals, identification and profiling of emerging high-growth market niches and leaders. Led to eleven follow-up single client assignments.</p>

1998	India, Europe	Strategic Analysis, Brussels	Consultant	<p>Dope-Dyed Polyester Staple Fibers in Europe and the Middle East</p> <p>Definition of an entry strategy (including successful identification of acquisition candidate) for Reliance Industries, India's largest petrochemicals company, in Europe and the Middle East.</p>
1999	India, US	Dow Chemical, US	Principal Consultant	<p>Curable Adhesive Films in Europe</p> <p>Strategic study for launch of new environment-friendly adhesive in Europe (and worldwide). Detailed analysis of competing technologies, demographic/market niches, emerging regulations (especially EU rules on VOC emissions).</p>
1999	India, US	Find-SVP Inc. (now Guideline Inc.), New York	Principal Consultant	<p>Healthcare Markets in India</p> <p>A ten-year trend analysis of Indian pharmaceutical and hospital/medical markets, segmentation and demographics, the position of multinationals, identification and profiling of emerging high-growth market niches and leaders.</p>
2000	India, Europe	Lemit Inc, US	Principal Consultant	<p>Legacy IT Systems</p> <p>A strategic study on modernizing mainframe ('legacy') computers through the appropriate positioning of an automated IT solution, supported by a software center in India. The study led the way to an investment of US \$1.5 million by the customer, and a 2-year contract for developing the company's strategy.</p>
2002	Brussels, Sweden	Invest in Sweden Agency, Stockholm	Consultant	<p>Call Centers in Europe</p> <p>Consulting report on how to pitch Sweden as a preferred destination for call centers. Identification of Top 100 influencers and decision makers in Europe.</p>
2003	Brussels, US	Signia Partners, US	Principal Consultant	<p>New Rheumatoid Arthritis Drugs in Europe</p> <p>Strategic study in 15 EU countries for a Johnson & Johnson company planning a multicenter, randomized, double-blind, placebo-controlled trial of a TNF-alpha monoclonal antibody drug.</p>

2003-04	India, US	Signia Partners, Gilead Sciences, US	Principal Consultant	<p>Ethics Committees</p> <p>Analysis of legal and ethical guidelines in Europe and India for recruiting patients for clinical trials. Background profiling of English-speaking members of national Medical Ethics committees, and identification of opinion leaders in each country.</p>
2004	India, US	Kenterra Associates, New York [major Indian end-client]	Principal Consultant	<p>Legal Regimes for Intra-EU Corporate Restructuring</p> <p>A data-rich analysis on downsizing and legal regimes and practices on redundancy, severance, pensions, health care and works councils.</p>
2005	India, France, Japan, US	Signia Partners, US	Principal Consultant	<p>R&D Metrics in France</p> <p>Statistically-intensive, interview-based evaluation of staff selection and overall performance of CNRS and LETI, two French R&D labs. Development of metrics and benchmarking against Japanese, US and Indian institutions.</p>
2005-06	India, Europe, US	UBS AG	Principal Consultant	<p>Integrating approaches to New India</p> <p>Series of studies (studies, workshops, Q&A) with global commodities, emerging markets, technology divisions in US, Europe, India.</p>
2005-06	India, Europe	EnFB, Brussels and Athens	Principal Consultant	<p>Biomass-to-Hydrogen Technology</p> <p>Business Plan for prototyping and launching German-developed renewable energy technology in developing countries. Coverage of rural demand trends, R&D establishments, political risk, subsidy structures, NGOs and financials.</p>
2006	India, UK	Oil Major	Principal Consultant	<p>25-year scenario assessment of India and China – energy, economics and politics</p> <p>For one of the world’s largest Oil Companies, London.</p>

2007-	Europe	European Association of Healthcare IT Managers	Managing Editor	<p>Healthcare Information Technology Management (with a readership of over 30,000) is published quarterly, and is by far Europe's widest-circulating publication in its field. Its aim is to provide a platform for informed discussion by all stakeholders concerned with healthcare IT - from IT managers and CIOs to hospital purchasing departments and administrators. Dedicated features written by university, medical and industry experts from Europe - as well as the US and elsewhere - analyse key technology trends, architectures and solutions, emerging standards and other policy responses, global best practices and benchmarks, as well as the potential of IT in achieving optimal quality, efficiency and patient/staff satisfaction.</p> <p>Since my appointment, advertising revenues have tripled and the content transformed to provide an international flavour, with considerable coverage of India – and China.</p>
2007	Europe	Enerstrat Ltd., London	Principal Consultant	<p>Big Oil and Climate Change <i>[sample available]</i></p> <p>An analysis of clean energy strategic policy in 6 oil companies. In association with ex-McKinsey & Co. consultant for one of the world's largest oil firms.</p>
2007	India, Africa	US government agency	Principal Consultant	<p>Indian e-Health Programs in Africa</p> <p>Outline review at: http://india-advisory.com/ESNovember.pdf</p>
2007-2008	Global	For Top 5 drugs firm	Principal Consultant	<p>Contract research/multi-centric clinical trials in Europe, US and Asia for two psychotropic drugs (schizophrenia and ADHD):</p> <p>A 600-page analysis of mental healthcare systems and the state of pharmaceutical/biotech (genomics) R&D in 30 countries (including India, China, Japan, Taiwan, Korea), Australia, South Africa, the US, Canada, Puerto Rico and 17 European countries. Identification of key opinion leaders, and evaluation of clinical trial regimes, IP protection, ethical issues, competitive intelligence and political risk. [Available for review in face-to-face meeting].</p>
2008	India, Global	For Top 5 drugs firm	Principal Consultant	<p>Contract research/multi-centric global clinical trials for five other drugs</p>

