

## Daniel J. Aguiar

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### SENIOR LEVEL BUSINESS EXECUTIVE AND STRATEGY CONSULTANT

Senior level business executive and entrepreneur with 25 years of management and consulting experience in strategic planning, business development, marketing, operations, and finance. Founded and grew Front Line Strategic Consulting into a leader in Life Science and Consumer Products business consulting. Sold Front Line Strategic Consulting to a Navigant Consulting, a NYSE company in 2004. Clients are worldwide and include many of the FORTUNE 500 leaders in life sciences, consumer products, and chemicals, as well as many start-ups and small companies. Areas of expertise include:

- **Strategic Planning**
  - Strategic Business Plans
  - Life Cycle Planning
  - Scenario Analysis
  - Portfolio Analysis
  - Decision Analysis
- **Business Development**
  - Mergers, Acquisitions, and Divestitures
  - Partnering Strategies
  - Technology and Licensing Evaluations
  - Due Diligence
- **Marketing And Sales**
  - Brand Management
  - Competitor Analysis
  - Forecasting
  - Market Assessments
  - Marketing Plan Development
  - Opportunity Analysis
  - Product Attribute Testing
  - Product Launch Strategies
  - Product Positioning
  - Promotional Mix Optimization
  - Sales Force Optimization
- **Operations**
  - Inventory Management
  - Production Optimization
  - Logistics
  - Purchasing
  - Distribution
  - Raw Material Sourcing
- **Finance**
  - Deal Structure Analysis
  - Valuations
  - Venture Financing
  - Capital Investment Decisions

## PROFESSIONAL EXPERIENCE

Navigant Consulting, Inc.

2004 – 2008

Managing Director, Worldwide Life Science Consulting Practice

- Using the acquisition of Front Line Strategic Management Consulting as a foundation, built Navigant Consulting's Worldwide Life Science Practice into a world leader in the life science consulting industry
  - Developed a strategic plan to grow Worldwide Life Science revenues to \$100 million through organic and inorganic growth and became one of the leading providers of strategic consulting to the Life Science industry
  - More than tripled revenues and transformed the Worldwide Life Science into one of the most profitable practices at Navigant Consulting
  - Expanded the Worldwide Life Science Practice by adding consultants and offices in New York City, Princeton, Boston, and Chicago
  - Established offices in Europe and Asia to support clients and increase the Worldwide Life Science's presence in those regions
  - Added 8 of the leading 10 Life Science firms to Worldwide Life Science's client base
  - Increased Worldwide Life Science Practice's penetration into all segments of Life Science, including the key pharmaceutical, medical devices, medical diagnostics and biotechnology segments
  - Developed a unique program to work with smaller companies and start-up ventures using creative pricing scenarios using a combination of cash, equity, and contingency payments
  - Increased Worldwide Life Science practice's average hourly rate from \$100/hour to \$250/hour and increased the average billings per consultant from \$100,000 per year to \$350,000 per year.
  - Increased Worldwide Life Science consultant utilization rate to over 80%
  - Identified, evaluated, and courted key acquisition candidates
  - Developed successful cross-sub-practice programs and joint offerings with the sister Healthcare practices for Providers, Payers and Litigation.
  - Developed successful cross-practice programs and joint offerings with Navigant Consulting's Energy, Construction, and Finance practices
  - Developed new financial and marketing tools to better track the business development efforts and re-focus energy and resources to the activities that yield the best opportunity for success
- Member of the Healthcare Management Team which developed and executed strategies for Navigant Consulting's overall Healthcare practice
- Participant in Corporate strategy meetings and contributor on calls with Wall Street analysts
- Developed and led training programs for consultants and project managers

Front Line Strategic Consulting, Inc.

1992– 2004

Founder, President and Chief Executive Officer

- In 1992, founded Front Line Strategic Consulting serving the Life Science and Consumer Products industries and providing consulting for business strategy, business development, marketing, operations and financial management
- Grew the company to \$10 million in revenues and 50 employees.
- Sold Front Line Strategic Consulting to Navigant Consulting, Inc. and NYSE traded company in 2004
- Developed a client base of well over 200 clients:
  - Large pharmaceutical, medical device, and biotechnology clients included Pfizer, Merck, Eli Lilly, Amgen, Abbott Labs, Medtronic, Genentech, Glaxo, Agilent, Baxter, Daiichi Sankyo, Novartis, Johnson & Johnson, Schering-Plough, Takeda, Wyeth-Ayerst, 3M, Bayer, Gilead, Tyco Healthcare
  - A small sampling of smaller and start-up Life Science clients include: Abgenix, Acadia, Aclara, Advancis, Aerogen, Alexza, Aradigm, Celera, Cellegy, Chugai, Corvas, Covance, Drug Abuse Sciences, Eye Tech, Galderma, Gradipore, iTrackClaims, Maxim, Matrix, Model N, Nanosphere, Inhale/Nektar, Onyx, Pherin, Sangstat, Scios, Speywood Surmodics, Target Protein
  - Consumer Products clients included C&H Sugar, King Car, Rain-For-Rent, Corning, EPRI, IBM, ITRI, Motorola, Shaklee, Soane Technologies, USDA, Electronic Lighting
- Representative Projects would include:
  - Comprehensive Operational Restructuring of a Major Food Company
  - An Assessment of Drug Development Timelines and Recommendations to Accelerate Drug Development
  - Evaluation of Opportunities to Enter the U.S. Iced Coffee Business and the Strategic and Marketing Plan for Entry into the U.S. Market
  - Strategic Assessment of Johnson & Johnson's Dermatology Business with Strategic Recommendations for Future Operations
  - Worldwide Commercialization Plan for C225. Strategic, Marketing and Research and Development Plans for individual countries in Europe and Asia
  - Marketing Assessment and Business Plan for a Novel Approach to Treating Arthritis
  - An Evaluation of Opportunities for OTC Dermatological Products Sold At the Dermatologist's Office
  - Acquisition Analysis, Valuation and Due Diligence of Mother's Cookies
  - Business Plan For Funding For Novel Pharmaceuticals to Treat Drug Abuse
  - Strategic Business Assessment and Business Plan for Ophthalmology Company
  - Rigorous Competitive Assessment of Antiangiogenic Compounds in Development
  - Strategic Business Plan for Bioinformatics Company
  - Operational Restructuring for Non-Profit Entity for U.S. Marines
  - Market Assessment for Novel Cardiovascular Compound
  - Entry Strategy For High Technology Company Into Genomics
  - Identification and Selection of Target Compounds for Novel Drug Delivery Systems
  - Acquisition Analysis and Due Diligence on Baking Ingredients Company

Santa Clara University  
Part-Time Lecturer

1994-1999

- Institute of Agribusiness and Marketing Department for second-year MBA courses in Strategic Marketing Management and International Marketing.

Pharmetrix, Inc.

1990-1992

Director of Strategic Planning and Corporate Development

- Developed the business strategy and business plan for Pharmetrix, a start-up drug delivery company with three drug delivery technologies (transdermal, bioerodible gels, and mini – infusion pumps)
- Secured annual funding of \$10 million for research products from parent company, Recordati of Italy
- Negotiated the cross-licensing of key patents with Ciba Geigy, Warner-Lambert and Elan to capture royalties from the commercialization of nicotine smoking cessation patches
- Oversaw the commercial development of drug delivery systems and products
- Negotiated the sale of key assets and intellectual property

Swander, Pace and Company  
Managing Consultant

1988 – 1990

- Strategy consulting firm serving the consumer products industries. Functional areas of expertise included strategic planning, business development, marketing, operations and finance.
- Clients included Pillsbury Foods, Kelloggs, John Labatt Foods, Oregon Farms, Chef Francisco, Fresh Express, Alpo Pet Foods, Burger King,
- Selected Projects included:
  - Acquisition Due Diligence for Grand Metropolitan's acquisition of Pillsbury Foods – including market assessments, competitor analysis, operational evaluations and valuation of Pillsbury Foods and its business units
  - Divestiture analysis of Bumble Bee Tuna and Van de Kamp's Seafood units
  - Positioning Totino's Pizza Business for Long Term Success
  - Strategic Business Plan for Pillsbury's Industrial Foods Division
  - Opportunities to Expand and Extend Grand Metropolitan's Food Service Business
  - Determining the Attractiveness and Future of Alpo Pet Food
  - Acquisition Due Diligence of Superior Brands, Inc.
  - Strategic Assessment of Delicious Foods and Omstead Foods
  - Opportunities in Food Service for Oregon Farms
  - Developing a Business and Marketing Strategy for Chef Francisco
  - Acquisition Analysis of Wing Wong Foods, Inc.
  - Acquisition Candidates for Chef Francisco
  - Restructuring Freshco for Profitability

SRI International (Stanford Research Institute)  
Business Consultant

1985 – 1988

- Business consulting for the food, agribusiness, agricultural chemical, chemical, oil and gas, energy, and biotechnology industries
- Clients included DuPont, Monsanto, Dow Chemicals, Texasgulf, Osaka Gas, Rhone Poulenc, International Minerals and Chemicals, Northern Natural Resources, PQ Corporation, Marubeni, Japan Tobacco, Queensland Metals, Amoco, Enichem, American Cyanamid, Shell Oil, J.R. Simplot
- Selected Projects Included:
  - Development of a New Growth and Diversification Plan for The Minerals and Chemicals Division of J.R. Simplot
  - Strategic Maps for the Chemical Operations of Selected Major Oil Companies
  - Ammonia Price Forecast for Acquisition Due Diligence
  - Herbicide Use for Wheat in California
  - Business Plan for Japan Tobacco's Fertilizer Business
  - Specialty Chemical Acquisition Candidates
  - Market Study for a Wyoming Ammonia Plant
  - Market Attractiveness/Business Position Matrices for Selected Chemical Companies
  - Strategic View of Queensland Magnesite
  - The Market For Technical Grade of Sodium Bicarbonate
  - The Market Potential for Company Q's Antitranspirant
  - Technology and Competitive Assessment of Pittman Moore
  - U.S. Market for Copper Oxychloride and Copper Oxychloride Sulfate
  - Competitor Profiles of Three Firms in the U.S. Pesticide Distribution Industry
  - The Market for Industrial Phosphoric Acid
  - The Changing Structure of the World Fertilizer Industry
  - Market Studies for Ammonium Sulfate, Sulfuric Acid, Urea, Nitrogen Solutions, Ammonium Phosphates, Phosphoric Acid, Normal Superphosphate, and Triple Superphosphate

University of California, Davis: Cooperative Extension  
Research Associate

1983 – 1985

- Two-year post-graduate school appointment to support U.C.'s Cooperative Extension Agricultural Economists
  - Worked with a variety of California agricultural and agribusiness groups to address economic issues facing each of the entities. Clients included Milk Advisory Board, Cherry Growers Association, Olive Growers Association, Beef Council, and the Rice Growers Association
  - Selected Projects Included:
    - [Price Discovery in the California Olive Industry](#)
    - [An Evaluation of the California Specialty Cheese Market](#)
    - [Economics for the California Cattle Industry: Cow-Calf Economics](#)
    - [Lessons From Selling California's 1983 Cherry Crop](#)
    - [Integrated Pest Management: Almonds](#)
    - [Considerations in Vegetable Crop Selection for Small-Scale Growers in California](#)
    - [Alternatives to Rice Straw Burning: An Economic Analysis at the Farm Level](#)
    - [Production Cost Budgets for Almonds, Pecans, Pistachios, Walnuts, Olives, Wheat, and Sorghum](#)
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#### EDUCATION

MBA Strategic Planning and Marketing, UC Berkeley, 1988

MS Agricultural Economics, UC Davis 1983

BS Agricultural and Managerial Economics, UC Davis 1982

AB History, UC Davis, 1982

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