

Paul A. Pangaro, Ph.D.

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Professional Experience

Co-Founder and CTO, CyberneticLifestyles.com

January '06–present

Responsible for technology expertise and strategic planning in small consultancy, focused on product vision, development roadmap and organizational design for technology startups & Fortune 500 companies.

Product processes, teams, and roadmaps

- Envisioned a new framework for mobile computing based on mission of global device manufacturer, working with UX design group to deploy framework across vertical service lines.
- Developed and facilitated the creation of new vision and product direction for ad-based Internet business, at the request of the CEO and in collaboration with the executive, product, marketing, and engineering teams.
- Designed new search services for PoetryFoundation.org and guided the evolution of its infrastructure, team, and processes. Gathered mission and goals from editorial staff and created a new interface concept for achieving the organization's mission of increasing the appreciation of great poetry. Guided RFP processes for testing site usability and updating infrastructure. Results included innovative "poem rank", ground-up metrics strategy, infrastructure re-design, and new team processes.
- Created and led the process for transforming a patented software interface concept into a viable online service and go-to-market strategy. Justified two possible service concepts based on company goals, market surveys, competitive assessment, metrics for assessing technology strengths, and business case. Helped install product team and processes, resulting in public beta (nymbler.com).
- Designed technical and organizational roadmap for moving off-shored product development with narrow enterprise play to Web 2.0 development strategy and product features, based on expansion of product vision, value proposition, and market.
- Provided technical and organizational expertise to start-up leveraging mathematics of social networks to deliver targeted ads with greater ROI. Developed requirements documents, job descriptions, and project plans. Supported hiring of technical contractors and staff (33across.com).
- Structured a process and led design effort for revitalizing content navigation of online consumer health portal. In collaboration with product team, moved from company's broad positioning statement to differentiating competitive stance, specific user benefits, and a structured set of features. Created a conversational model of user lifecycle of site engagement.
- Performed due diligence of social networking startup on behalf of VC investors.

Strategy, planning, and innovation

- Designed strategy for creating long-range ROI based on developing intellectual property in software for IP investment firm. Created evaluative frameworks, performed research on current trends, and proposed targeted research agendas with specific investment allocations and assessments of risk.
- Worked with Gideon Gartner, founder of Gartner Group and GiGa, planning a next-generation online advisory service.
- Created a new approach to client engagement for advertising and marketing agency of 2,000 employees. Held 50 interviews at all levels, from executive management through production, capturing wide range of issues from process complexity to inefficient conversations. Visualized new relationships among team members and clients such that each phase of engagement is more effective and lower cost. Synthesized core set of processes to revamp engagements and improve productivity.
- Developed concept for new retail platform for innovation team of international financial institution. Beginning with insights of global economic, social, and technology trends, validated the potential for low-cost delivery of current and expanded services. Articulated vision and situated the platform roadmap in existing services and partnerships. Created scenarios of use and described benefits to company, consumers, and partners.
- Collaborated in the creation of three "concept maps" to define innovation, play, and the creative process, funded by Alberta College of Art & Design. Developed and presented prescriptive models of innovation and organizational transformation in academic and corporate contexts.

Founding CTO, Snap.com

September '04–November '05

Responsible for initial product roadmaps for next-generation search engine company, founded by Bill Gross at Ideab. Snap.com broke the industry paradigm of "keywords in, listings out" by giving users unprecedented control over their search experience and displaying previews of results pages in advance of user selection. Championed user research and usability testing as part of up-front product process, leading to key hires and successful iterative product design. Worked closely with VP Engineering on product processes, team development, and hiring. Designed and facilitated product off-sites.

Senior Director, Sun Microsystems

April '01–August '04

Recruited into Sun in April '01 to integrate and manage multiple groups as a unified Developer Web Services organization, a 70-person, geographically-distributed team dedicated to operating and evolving the company's developer web portals, including java.sun.com that received more than 3.5 million hits/day.

- Revised group processes and managed engineering, operations, web production, and content. Handled \$6M/year external program budget resulting in savings by consolidating functions while significantly improving quality. Maintained focus on internal as well as external customers based on hard-core product management processes, metrics, and rewards.
- Staffed and led a new team to originate a site for developers of wireless applications, Sun's first (wireless.java.sun.com).
- Created a strategic model to segment and target high-value developers as prioritized by Sun's value propositions and market.
- Led the first major redesign of Sun's major developer sites (including the 100,000+ page java.sun.com site) by managing the creation of a new identity, information architecture, and look-and-feel, which resulted in traffic growth of 150% in 9 months despite market downturn. Overcame organizational resistance to install new processes across business units and deliver greater value to developers. Achieved complete buy-in across internal groups and disciplines.

In September '02 became founding director of "Voice to the Developer" group, responsible for external messages, internal communications, and competitive intelligence for developer programs.

- Originated the "Co-evolution" theme and messaging to describe the relationship between Sun and developers that are the company's foundation of "next-generation developer relations." Using the co-evolution framework, developed press and analyst materials, executive briefing content for the EVP Sun Software, conference presentations, and web content.
- Originated "Coding for Currency" outreach to developers as a means to enhance their careers, influence, and commitment to Sun. Applied direct experiences as a software developer, business owner, and marketer to create positioning that distinguishes Sun as the best advocate for developer interests.

Appointed Distinguished Market Strategist (a parallel to Distinguished Engineer, created for managers not reporting up into the engineering organization) in February '04 to recognize extraordinary contribution to developer relations. Given broad scope to direct research and strategy, resulting in clear prioritization of efforts to grow Sun's developer community worldwide. Responsibilities included developer perspective in JavaOne Conferences' messaging, keynotes, and alumni/alumnae events.

Lecturer, HCI Program, Stanford University

Autumn '01—Autumn '07

Developed and taught "Introduction to Cybernetics and Systems for Design" with Hugh Dubberly, a practical course in applying systems models to the interface design process, in Terry Winograd's renowned HCI program at Stanford University.

President, The Pangaro Group

September '99–December '00

Chief executive and principal for a small firm offering product and strategy consulting for startups and established companies developing new products or entering new markets.

- Developed business plans, market-based business strategies, competitive and market analyses, technology assessments, and product and organizational requirements documents.
- Delivered on engagements in areas of e-commerce, community, browser evolution and browser companion applications, training, vertical portals, knowledge management, and content delivery. Served a breadth of clients including Netscape, Verity, Cadmus Publishing, Makeover Networks, Fresher Information, and Zadu.

Chief Technology Officer, Verano

November '97–August '99

Responsible for product vision and roadmap for a venture-backed startup building enterprise solutions for collaborative intranets, delivering productivity by sharing and re-using knowledge. Member of executive team and contributor to competitive analysis, market definition, product design, engineering processes, strategic partnerships, and fund raising. Created a 3-year product road map for product releases within the parameters of prior code base, resources, market direction, and competition.

VP & Chief Technology Officer, Grasp Information Corp.

October '95–October '97

- Responsible for long-range technical vision and development of new technologies for early venture-backed startup focused on developing software products for intelligent search and desktop knowledge management.
- Brought software design experience and advanced prototyping to create new product functions for Grasp's KnowItAll™ knowledge management product. Developed technology vision and presented to industry analysts and influencers. Played pivotal role in second-round funding.
- Conceived the approach and managed prototyping of "HTML Snipping" software with features previously unavailable.
- Co-designed SearchPal™, a toolbar for submitting Internet searches from any application, first product of its kind.

Founder & President, PANGARO Incorporated

February '80–September '95

Responsible for all aspects of this management and systems consulting firm including contract execution, marketing & communications, business development, software design, hiring and management of employees and contractors, and finance.

- Founded and managed organization with US and UK staff and software development facilities. Led team of developers and subcontractors in long-term relationships with major clients including the UK Admiralty, the US Army, and Niagara Mohawk Power Corporation. Managed multi-year, multi-phase contracts requiring the conception, design, and implementation of large-scale software systems in the areas of training, job aiding, and collaboration.
- Designed and built hypermedia information browsers and training interfaces that possessed all the salient features of modern Web browsers, with personalized information delivery of greater granularity and accuracy than today's commercial offerings.
- Contributed to onsite teams at Lotus Development Corporation and Xerox in the area of strategic deployment of information technology (IT). Fulfilled the role of Workflow Strategist and Chief Methodologist, respectively.
- Executed a series of projects for Du Pont including formal studies of communication topologies in organizations, the role of IT in regulating complexity in design and manufacturing, and the sources of wealth creation in the "new economy".

Research Staff /Research Affiliate, MIT

January '76–January '80

MIT Architecture Machine Group, predecessor to MIT Media Lab.

Recruited by Nicholas Negroponte to be responsible for software applications development for one of the earliest color display systems. Conceived, designed, and led programming teams in the development of one of the first "PAINT" programs ever written (featured in a cover story in Technology Review), as well as a visually programmed, simulation-based animation system (described in an article written for Ted Nelson in Creative Computing Magazine). Frequent lecturer to graduate classes including Muriel Cooper's Visual Language Workshop.

Education

*Doctor of Philosophy, Department of Cybernetics
Brunel University, UK*

1987

Dissertation with Dr Gordon Pask on the application of Conversation Theory to individual and organizational learning, software design, training environments, and distributed collaborative research.

*Bachelor of Science, Humanities & Computer Science
Massachusetts Institute of Technology*

1974

Minor in Drama. Undergraduate thesis in film criticism. Courses in AI with Minsky and Papert, in biological cybernetics with Jerry Lettvin. Awarded the MIT Stewart Award for "Outstanding Contribution to the MIT Drama Program" for acting and producing.

Currently serving on the Board of Artship Theatre/Dance Company of San Francisco.

Chair of the Trustees and Fellow of the American Society of Cybernetics.

Further information, including lists of invited presentations and publications, available at <http://pangaro.com/>.