

**PETER BALDWIN**



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**Professional Experience**

**2000 to Present**

**Ramgen Power Systems  
President**

Ramgen Power Systems is a Seattle-based start-up company developing an advanced shock compression technology based upon supersonic flight inlet design practice. Shock compression can achieve very high compression ratios and efficiency, simultaneously and has the potential to substantially reduce compressor cost and improving efficiency in conventional applications, as well as extending the range of application though superior capability.

**2000 to Present**

***base<sub>e</sub>*  
President**

**base<sub>e</sub>** is a Boston based independent consulting company focused on practical product positioning and commercialization strategies for emerging Distributed Energy Technologies and various Air & Gas Compression interests. Since inception the company has completed approximately 60 different assignments with clients in the US, Europe, Japan and the Middle East.

- Audited major international turbo-compressor company's current business practices; Provided strategic and tactical direction to improve results.
- Developed Strategy and supporting Business Plan for a major international gas turbine manufacturer.
- Created and/or supported positioning strategies for various micro and mini-turbine developers.
- Identified and developed Strategic Partnership relationship for a new market entrant at 500kW and 1.6MW.
- Prepared a preliminary cost study for a novel 350kW gas turbine engine.
- Participated in a detailed risk assessment for a major U. S. gas turbine manufacturer.
- Developed product and commercialization strategies for various component manufacturers:
  - Compressor technologies
  - Recuperators
  - Web-based asset management and command & control software
  - Fuel gas boosters
  - High speed motor/generators
  - Power electronics
  - Investment castings
  - Wind turbines
- Consulting services for a small scale modular SOFC
- Advisor for an under-hood 5kW PTO generator

- Performed investment due diligence work for venture capital firms J. P. Morgan Partners, Perseus, Thayer Capital and Metapoint Partners to evaluate opportunities:
  - Air & gas compressors
  - Micro and mini gas turbines
  - Natural gas fired reciprocating engine
  - Stirling engine
  - Steam turbine
  - Blowers/vacuum pumps
  - Hydrogen on-site generation
  - Zinc/Air fuel cell power system
- Interim Program Manager for STM Power's Stirling engine development
- Developed both a detailed Corporate Business Plan and a Product Strategy for a novel Oil-free Turbo Compressor concept (Ramgen)
- Evaluated an Oil-Free Vane Compressor concept.
- Consultant to Cambridge Energy Research Associates (CERA)
- Contributing Editor Turbomachinery International
- Board Observer STM Power
- Peer reviewer for DoE Advanced Microturbine and Recuperator Programs.
- Expert witness NY State Electric & Gas (NYSEG)
- Featured speaker
  - Gas Technology Institute, , EPRI DG, CERA Week, Gas Research Institute, DoE
  - Energy Venture Fair, Harvard Cyberposium, Energy Frontiers International
  - Ohio Department of Economic Development, American Society of Materials
  - CERA Rountables, Distributed Energy Advisory Service

1967 to 2000

#### INGERSOLL-RAND COMPANY

**President, Northern Research and Engineering Corporation**  
Woburn, MA

**3/96 to 5/00**

NREC is a wholly owned subsidiary of Ingersoll-Rand Company, specializing in turbomachinery, combustor and heat exchanger design and development.

Projects/products include:

#### **NREC POWERWORKS Microturbine**

Identified, defined and implemented NREC's microturbine efforts including:

- Defined program scope and secured internal and external funding support for this \$15 million program
- Negotiated intellectual property and commercial rights
- Identified and quantified market opportunity and defined product and positioning strategies
- Established distribution and pricing strategies
- Identified Critical Success Factors and secured necessary resources
- Managed the project and maintained sponsor commitment throughout
- Forecast annual sales \$500 million to \$1 billion by 2010
- Market capitalization benchmarks exceed \$1+ billion
- No negative cash flow impact on I-R to date
- The PowerWorks Family of products includes:
  - 70 & 250kW Cogen & Peaker versions for distributed power generation
  - Air conditioning, refrigeration and air compressor application packages
  - Microturbine for Siemens-Westinghouse world's first Solid Oxide Fuel Cell Hybrid
  - Opportunity fuels and biomass combustion systems

## **NRECUPERATOR Modular Components**

Identified recuperator as the critical enabling technology for the microturbine success, and a substantial opportunity for external component sales.

- Principal sales responsibility for the gas turbine OEM's.
- Secured a contract for the WR21, a \$400 million, 20MW propulsion engine development program sponsored by the U.S. Navy in cooperation with their British and French counterparts
- Leading contender on the 1.5MW British Royal Navy sponsored Gas Turbine Alternator Program
- Actively pursuing AlliedSignal/GE LV100 tank engine upgrade
- Various gas turbine manufacturers worldwide
- Component sales opportunity could exceed \$250 million.

## **Design & Development Projects**

- 500hp turboalternator engine for Chrysler's *Patriot racecar*
- Alden Labs/DoE "Fish Friendly" Hydro Turbine
- Technical support Air Products/DoE "Ion Transport Membranes" for advanced oxygen production concept
- PEM Fuel Cell pressurization systems
- Ammonia turbine for sea water to energy project in India

## **NREC Military Activities**

- VAROC Air Dynamometers for the U.S. Navy and Army
- Engine Drive Compressor for the Japan Defense Association
- U.S. Navy CFC compressor re-rates

## **World-class Turbomachinery Design and 5-Axis Machining Software**

**12/93 to 3/96**

### **Vice President Business Development**

Northern Research and Engineering Corporation, Woburn, MA

### **Vice President Sales and Service**

**12/86 to 12/93**

Air Compressor Group, Davidson, NC

Successfully implemented a major restructuring of the Sales and Service Organization to achieve greater customer focus, leverage expenses and improve morale.

- Increased sales volume from \$175 million to \$275 million in 7 years. Thirty-three percent improvement in expense ratio. Eliminated unplanned turnover.
- Dramatically improved the working relationship with, and the effectiveness of our company owned and private Distributor Networks.
- Implemented a Quality Improvement Process for all field personnel, including the distribution and field service networks.
- Successfully implemented a field Sales and Service Automation Project.
- Provided on-going and significant input to the new product development process.
- Led successful Strategic Alliance negotiations with DuPont.

### **Vice President/General Manager**

**1/85 to 12/86**

Single Stage Division, Charlotte, NC

Negotiated a major license agreement with Kawasaki Heavy Industries of Japan for X-Flo, a new line of single-stage centrifugal blowers with a \$200 million incremental market.

- Established a start-up division to promote I-R's entry into this new market.
- Developed complete software and promotional material.
- Established pricing and cost structures.
- Defined target markets and strategies.
- Detailed companion development projects and related product acquisitions to achieve sales of \$100 million in (5) years.

**Vice President Marketing/Marketing Manager**  
Air Compressor Group, Charlotte, NC

7/79 to 1/85

Defined and developed a Marketing concept for the newly created Air Compressor Group. Accomplishments include:

- Strategic Plan coordination and development.
- Development of a Target Market concept.
- Initiated market and sales strategies for existing products, including the development of Telemarketing and National Account Programs.
- Initiated new product development programs for four major new products, as well as developments to upgrade much of the existing line.
- Initiated work on a computer based Marketing Management Information System
- Developed a Sales Time and Territory Management program
- Development and use of Economic Forecasting Models.
- Detail analysis of the Blower and Vacuum Pump Market.
- Detailed analysis and marketing support for the Compressed Natural Gas (CNG) Vehicle opportunity.
- Detailed analysis and marketing support for Generon, a membrane-based, on-site Nitrogen Generator
- Evaluated candidates and initiated efforts for a corporate joint venture in Korea.

**Product Manager – US, Canada, Latin America and Asia**  
Rotary and Recip Compressor Division, Davidson, NC

10/78 to 7/79

**Product Manager Europe, Mid-East & Africa**  
Centrifugal Compressor Division, Milan, Italy

6/76 to 10/78

**Area Manager – UK and Scandinavia**  
Centrifugal Compressor Division, London, England

1/75 to 6/76

**Sales Engineer**  
Air Power Division, Charlotte, NC

6/68 to 1/75

**Application Engineer**  
Air Power Division, Chicago, IL

6/67 to 6/68

**Education**

Purdue University Bachelor of Science in Mechanical Engineering - 1967

**Related Experiences**

MAPI Marketing Council  
Developed a Harvard Case Study on Ingersoll-Rand's industrial distribution strategy  
Crosby QIPM, QES instructor level  
Mahler Advanced Management Development  
Ingersoll-Rand Management Development Course  
Leadership Development Course  
AMA Finance for Non-Financial Managers  
Philip Kotler Principles of Marketing  
Dan Neimer Pricing Fundamentals  
Kellogg School Advanced Sales Management  
The Hartford Graduate Center Computer System Fundamentals  
Association of Energy Engineers  
ASME  
American Society of Naval Engineers – National Program Committee