

Professional Summary

I have 30+ years of professional experience in IT, BPM and Manufacturing organizations. The experience covers aspects of strategic planning & execution for offshoring & outsourcing, organizational level risk management & control, process transformation & reengineering, enterprise level strategy (including IT strategy), automation and robotics, program & project management, transition management and change management.

I have experience in design, development, production and testing of electrical equipment manufacturing especially of motors and transformers. This also involved the aspects of control systems, automation and drives which are required based on the application like paper, printing, plastic extrusion, steel plants etc.

I have experience in designing, implementation and adoption of various process transformation initiatives across various domains and business entities of varied size and scale especially in manufacturing industries.

I have experience in implementation of quality methodologies & governance frameworks which include Six Sigma, LEAN, CMMi, COBIT, ITIL, ITSM, ISO 27000, ISO 9000 and Agile frameworks.

Experience in setting up new service lines & capabilities of process consulting, reengineering, governance models, independent testing (functional & nonfunctional) and business process management. I have worked with customers in US, Europe and India especially in banking, retirement, insurance and manufacturing verticals.

Experience in project / program management including definition of processes, governance structures and reviews, metrics definition, implementation and adoption, reporting and analysis of metrics at project, program, function and organizational level.

I have been responsible for managing the IT and ITES operations managing team sizes of 100 to 400 team members. This included operations management for various IT project types (development, maintenance, support and testing), financial management, planning & execution, benefit realization, and risk management

Key Skills

- Formation of strategy at organization level and function level including definition of approach for strategy, governance structure for strategic initiatives, metrics and measures for balanced scorecard, organizational level dashboard.
- Definition, implementation and adoption of various measurement frameworks at enterprise level, business unit level, function level, program and project level. This includes corporate balanced scorecard, dashboards and project level metrics. Analysis of the patterns and trends especially for the project level and function level metrics to enable identification of improvement opportunities.
- Definition of frameworks to measure “value” of services being provided by offshore centre/s to its stakeholders. This is to establish the impact being made by the offshore centre/s beyond “cost arbitrage”
- Identification, implementation and adoption of improvement opportunities aligned with business strategy of respective business areas and support functions like HR, Finance, Facilities etc. The primary focus for improvement is to improve stakeholder experience, enhance revenue and reduce cost of business.
- Transition and migration of various processes from Onsite to India across business areas. These include back office operations, IT support & maintenance, and IT infrastructure related services. The

scope covers aspects of feasibility of offshoring, cost benefit analysis, staffing & capacity, skill requirements, risk assessments, knowledge transition, finalization of operations governance structure and steady state success criteria definition.

- Incubation of new services and shared services, which includes key activities of assessment, skills and competencies requirement, team structure and capacity, cost benefit analysis, transition and definition of critical success factors.
- Due diligence and health checks for programs / projects in line with organizational policies and / or quality models like ISO, CMMi etc.
- Process design and definition in line with requirements of ISO 9001 standards, CMMi requirements.

Educational Credentials

- **Master of Business Administration (Marketing)**, University of Pune
- **Bachelor of Engineering (Electrical)**, College of Engineering Pune

Experience Summary

Independent Consultant

June 2019 till date

I am currently working as an independent consultant providing services in the areas of

- Implementation and adoption of Agile methodology which includes process definitions, trainings and selection of appropriate tools. I am currently engaged with couple of companies to provide them the implementation support.
- Transition and Change Management – for implementation of initiatives for achieving the strategic goals of the organization / program.
- Delivery transformation – providing support to enhance the delivery and operations capabilities of the organization including skills development, improvement & innovation as a culture in the organization and enhancing profitability.
- Project and Program management – setting up PMO for effective governance
- Training, learning and development – focus on Leadership development and LEAN management with pillars of technology, people, processes and methodologies.

Principal Global Services Pvt. Ltd.

Mar 2011 – June 2019

Title: Associate Vice President – Process Excellence

Principal Global Services (PGS) is wholly owned subsidiary of Principal Financial Group providing services in IT, ITES and Information Security. I have been responsible for functions of Process Excellence and USIS (US Insurance) business operations as primary responsibilities and also being part of the management team responsible for definition, implementation and adoption of organizational level policies.

The key responsibilities include the following,

- Leading the “Project Management office” which is responsible for managing programs, portfolios and projects. This function supports the various projects and programs being delivered from Pune and other locations. Review of estimates, creation of the project plan and schedule, risk management, communication plan, stakeholder management and monitoring & control. The team is also responsible for project specific definition of the processes which would be effective for delivery without adding management overheads.
- Definition, implementation and adoption of various measurement frameworks at enterprise level, business unit level, function level, program and project level. This includes corporate balanced scorecard, dashboards and project level metrics. Analysis of the patterns and trends especially for the project level and function level metrics to enable identification of improvement opportunities.
- Responsible for enterprise level risk management process which includes definition, implementation and maintenance of risk management framework. Periodic review and assessment of the controls for identified risks to ensure that the identified action items for mitigation plan are implemented.
- Governance framework for RPA (robotics process automation) implementation at Principal. This includes creation of guidelines and process for opportunity identification, feasibility study, CBA calculations, implementation, program management, estimation and incident management.
- Definition of frameworks to measure “value” of services being provided by PGS to its stakeholders. This is to establish the impact being made by the offshore center beyond “cost arbitrage”.
- Identification, implementation and adoption of improvement opportunities aligned with business strategy of respective business areas and support functions like HR, Finance, Facilities etc. The primary focus for improvement is to improve stakeholder experience, enhance revenue and reduce cost of business.
- Definition of offshoring and outsourcing strategy for PGS which includes the evaluation, prioritization and implementation of various services in IT and ITES areas.
- Transition and migration of various processes from US to India across business areas. These include back office operations, IT support & maintenance, and IT infrastructure related services. The scope covers aspects of feasibility of offshoring, cost benefit analysis, staffing & capacity, skill requirements, risk assessments, knowledge transition, finalization of operations governance structure and steady state success criteria definition.
- Responsible for inculcating culture of continuous improvement across the organization.
- Overall responsibility of operations and delivery management for ITES services for US Insurance which covers Individual Life and Group Benefits.
- Expand PGS service delivery model both in terms of scale and scope of work being done.
- Ownership of governance of contractual, financial and relationship with 3rd party services providers for IT and non IT services.
- Lead, mentor and develop next level of leadership team towards higher level of operational ownership and maturity.

Key Achievements

- Established Project Management Office which is responsible for managing the program, portfolio and project management.
- Implementation of metrics and measurement framework.
- Established “Shared services” for accounting, reconciliation and claims building processes.
- Established a strong governance structure for risk management
- Established effective governance mechanism for organizational level initiatives like RPA, Automation CoE, operations management for IT and ITES services.
- Established Organization level risk management framework for effective risk management across the organization.

- Defined maturity levels and associated benchmarks for various services being provided by PGS in IT and ITES areas.
- Formulated the approach and framework for “Continuous Improvement Culture” at PGS.
- Successful implementation of improvement projects across various business units (Insurance, Retirement, Asset management etc.) resulting in improvement of productivity, quality and reduction of turnaround time.
- Successful migrations of various processes to PGS including setting up new service lines (Accounting processes), expansion of existing activities (claims management, transaction processing, support for medical underwriters), addition of new processes in existing business functions (policy administration, case scrub, business reporting).
- Conceptualization, implementation and adoption of “Hybrid Model” for IT services using 3rd party service providers.
- Formulated the 5 year road map for PGS USIS services.
- Improvement initiatives resulting in overall increase of productivity and quality resulting in reduction of overall unit costs.

Barclays Technology Centre India Pvt. Ltd

Mar 2008 – Mar 2011

Title: Test Assurance Manager

In Barclays I have performed various roles in Global testing services (Independent testing organization within Barclays) and Global Quality and Continuous Improvement team. These include test governance, testing process definitions and SDLC process definition.

As Test Assurance Manager, at Barclays my responsibilities include the following

- Process Architect for COMPASS releases. As a process architect have been responsible for process definition of testing processes, measurement and metrics. Have been reviewer for other processes like design, build etc.
- Conduct trainings on LEAN, Six Sigma and Process Improvements
- Metrics definition and implementation – Definition of metrics for various types of software development, maintenance and testing activities
- Process definition for various software engineering, and shared services processes
- Ensure implementation and compliance to the defined processes

Key Achievements

- Process definition and implementation of processes across SDLC
- Developed the metrics program for software projects
- Roll out of measurement workbook which enables projects to have quantitative analysis of the project health

Patni Computer Systems Ltd

May 1999 – March 2008

Title: Senior Manager (V&V)

I have been leading the various initiatives in Patni spanning from ISO 9001, CMM level 5, CMMi level 5, Six Sigma and Metrics SEPG. I have performed various roles during the 9 year tenure in Patni such as SQA team lead, SQA manager, SEPG lead, Process consulting practice head, and leading the V&V team for Pune location.

As a lead for V&V team have set up the Pune location independent testing team was responsible for managing the Pune location V&V projects.

(Details of each role and project will be shared during the personal discussions)

Key Achievements

- Established “Process Consulting Practice” for providing support in areas of continuous improvements.
- Established “Independent testing services” at Pune facility.
- Definition, implementation and adoption of various processes in line with requirements of CMMi (Level 5) and ISO 9001 across locations of Mumbai, Pune, Noida, Chennai and Gandhinagar.

Ador Powertron Industries Ltd **Jan 1993 – May 1999**

Title: Deputy Manager

Ador Powertron is a leading manufacturer of Power electronics equipment and D.C. machines for various applications. I was heading the design and development function for D.C. Machines division. The responsibilities included

- Head of the design and QA function for Rotary division
- Electrical design of D.C. Machines from 1 hp to 250 hp for various applications
- Improve productivity
- Liaison with vendors
- Implementation of ISO 9001:1994 across the organization
- Technical support for marketing team
- Devise quality plans (Receiving inspection, in process inspection and final inspection)

Crompton Greaves Ltd, Ahmednagar **Feb 1990 – Jan 1993**

Title: Project Engineer

Crompton Greaves Ltd is leading manufacturer of electrical machines in India. I was working in the DC machines division as “Project Engineer”. I was responsible for development of DC machines for various applications namely textile, paper, steel, railways, and printing.

Kirloskar Electric Company, Bangalore **Jan 1989 – Feb 1990**

Title: Design Engineer

Kirloskar Electric Company is leading manufacturer of DC machines in India. I was working in the Design function of DC machines division located in Bangalore. I was responsible for standardization of electrical and mechanical designs for DC machines for various applications

Advani-Oerlikon Ltd

Aug 1987 – Dec 1988

Title: Trainee Engineer

Advani Oerlikon is a manufacturer of welding electrodes and welding equipment. I was working as “Trainee Engineer” in the welding equipment division in Pune. During the training period have been exposed to various functions like production, testing, material planning and design.