

## NANDKUMAR KULKARNI

B.Tech. (EE), Indian Institute of Technology, Bombay (Mumbai), 1974  
M.B.A., Indian Institute of Management, Calcutta (Kolkata), 1979

Over 25 years of experience in the IT industry, mostly in the banking and financial services domain. Till June 2008, Senior VP and Head of the Retail Banking Products Division at i-flex solutions Ltd. (now Oracle Financial Services Ltd.)



### **Professional History:**

#### **Current:**

- Independent Consultant in Banking Technology
- Strategic Business Advisor to Software Product and Services Companies
- Founder, Shadjamadhyam.com, a community portal devoted to Indian Classical Music – a long cherished “dream project”

#### **Past:**

- Senior VP and Head, Retail Banking Products Division (2004-2008), and prior to that, Head, Payment Systems Division (200-2004) at i-flex solutions Ltd., now Oracle Financial Services Ltd.
- CEO, Opus Software Solutions (1999-2000)
- CTO, Vision Management Systems (1998-1999)
- Citicorp Overseas Software Ltd.(1989-1998)
- Tata Consultancy Services (1981-1989)
- Larsen and Toubro Ltd. (1979-81)
- Tata Electric R & D Labs (1974-77)

### **Highlights of Experience**

#### Post 2008

- Consulting assignment with Cognizant Technologies helping the company to set up a Centre of Excellence for Core Banking.
- Consulting assignment with Kale Consultants Logistics Division helping them to launch an innovative Logistics portal.
- Mentor/advisor to a number of software product start-ups.

#### Pre 2008

- Authored a chapter in a book on Microfinance Technology published by IGI Global and edited by a Professor of Microfinance at Burgundy Business School, France.
- Head of Retail Banking Products Division at i-flex with overall global P&L responsibility for the division, covering product management and development, pre-sales, implementation and account management.
- Set up Pune operations of i-flex, as a Center of Excellence of Payments with divisional P&L responsibility. Grew it from zero to a 1,000 strong division executing projects in North America, Europe, and Asia, and with domain expertise in all verticals of retail and corporate payments.
- Head of Products and IT Services divisions in the Banking domain at Citicorp Overseas Software Ltd.

- C.E.O. of a software company in the Financial Services and e-Commerce solutions business.
- Ran a Venture Capital fund for IT companies - responsible for identifying and approaching prospects, initial screening and valuation, and negotiation with the promoters.
- IT Strategy Consulting
  - Member of the global team formed for the formulation and implementation of Technology Roadmap for Citibank's Corporate Banking business. (1996-1997)
  - Member of vendor evaluation committee for Citibank's technology outsourcing study. (1996)
  - Managed an IT Strategy planning and implementation project for a large bank in Jamaica. (1990-91)
  - Project Manager for IT Strategy exercise for a large multinational firm in the chemical/pharmaceutical industry. (1988)
  - Information Needs Analysis for a large soaps and detergents manufacturer. (1983)
- Extensive knowledge of Retail Banking, Cash Management and Payments
- As a Project Manager, hands-on experience of management of large Software Development and Implementation projects.
- Thorough knowledge of Software Engineering disciplines, software estimation, planning and monitoring tools and techniques, and Software Engineering Institute's Capability Maturity Model (SEI-CMM)
- One of the initial group of software professionals in India to complete the Project Management Institute (PMI) Certification. Completed the certification exams for the Project Management Professional certificate awarded by PMI. The courses and exams were conducted by the School of Business and Public Administration, George Washington University, Washington D.C. over a period of twelve months. This was a "trial" initiative launched by Citibank to evaluate the effectiveness of the PMI certification process for large projects. (1995-96)
- Teaching experience: Designed and conducted several workshops and training courses on Software Estimation, Project Management, Structured Systems Analysis and Design.
- Published articles in industry magazines on Cash Management, Payment Systems, Microfinance

### **Strengths**

- Building relationships and partnerships at senior management/CXO levels in multiple countries and cultures such as US, Western Europe, Aspac/Japan, India and Africa
- Building and sustaining long term customer relationships by understanding the customer and his business, and delivering solutions that result in business value to the customer.
- Managing and growing a large divisional P&L within the framework of US and Indian GAAP requirements
- Building and growing large teams from scratch, as well as taking over leadership of existing teams
- Strategic resource planning, recruitment of senior professionals at VP level, goal setting and organizational restructuring for aggressive growth
- Extensive and hands-on experience of Core Banking, and Payment system Products as well as Professional Services businesses
- Good understanding of key drivers for IT Strategy and Technology decision making in large, medium, and small financial institutions