

# Rajkumar Meenakshisundaram

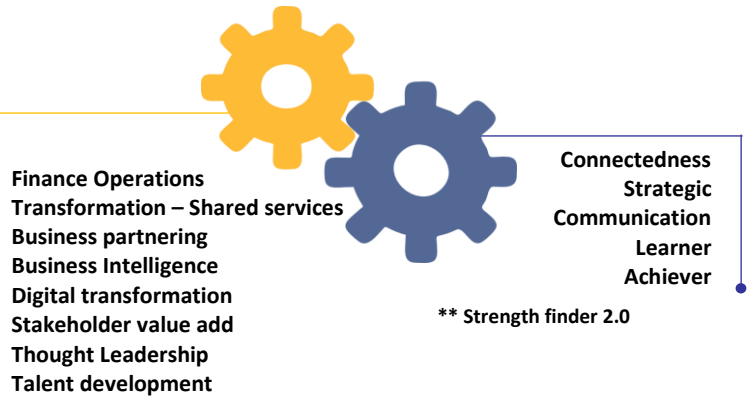
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*Senior Strategic finance operations and transformation professional with extensive experience in business partnering, service excellence, global projects, talent development and thought leadership.*

*Close to 20 years of experience in transforming and developing shared services as value add enabler to business*



## Snapshot

- **Strategy, growth, transformation, stakeholder value adds and leadership** roles in the shared services space across finance operations and business support functions.
- **Chartered Accountant & Cost accountant with CMA & CFM certifications, Digital transformation certification and a certified Six Sigma Green Belt.**
- **6 years of logistics, 6 years of banking, 3 years of oil and gas, 3 years of IT and 8 years of consulting experience.**
- **An astute professional with core** experience across all towers, automation, transformation, migrations and transitions, controls & improvements while driving a strong performance driven change mindset.
- Demonstrated capability in enabling **finance operations, Business intelligence, Global projects and customer value add initiatives.**
- **Strong belief in knowledge development (people) and aligning with customer objectives.**

## Core Competencies

### Leadership, Business partnering and Change Management

- \* Thought leadership to the function and the roles
- \* Strong and positive engagement with stakeholders, cross functional teams and consultants
- \* Contribution towards people agenda through various forums
- \* Commitment towards talent acquisition, talent development and talent retention programs
- \* Business partnering and creating a win win value add to customers / stakeholders / shared services

### Business Intelligence, Measure to Manage, Re-engineering and Continuous Improvement

- \* Measurement, analysis and insights
- \* Re-engineering / continuous improvement of finance and accounting processes
- \* Driving change mindset as a key enabler for efficiency and effectiveness of processes and function
- \* Positive engagement with business leaders and teams to bring tangible benefits to the function through local and global initiatives
- \* Automation, RPA and Digital transformation - at the same time focusing on tactical and strategic improvements

### Reporting, controls, compliance and reviews

- \* Payables and receivables including collections
- \* Financial reporting and Management reporting
- \* Intercompany recons, revenue assurance, taxation and working capital management, Treasury
- \* Migrations and transitions of finance processes from multiple geographies
- \* Design, implement, operate and review controls as a process owner and a control owner
- \* Management & Compliance audit and Taxation

## Employment Details

### Aug 22 – Present – Business and Transformation Advisor to Organizations

**From Aug 22 till Dec 22**, studied and certified in Digital Transformation from ISB Hyderabad. This I consider as an essential upskilling to help organizations in their transformation journey.

**From Jan 23 – April 23**, certified as an independent director by qualifying the exam conducted by Ministry of Corporate Affairs, Govt of India.

**Since April 23** – Engaged with a 90 year established Logistics major in Chennai with interests in CHA, Freight forwarding, Transport and CFS as a transformation, business and functional finance consultant in delivering stronger efficiencies and business insights and working with the board in designing and streamlining finance and operations.

Fractional CFO for a US based data masking company with their development center in Chennai.

Accounting and decision-making support for a business group engaged in Retail and Finance.

Setting up an incubation shared services for a Gulf based consulting firm covering accounting, audit support and MIS

### Oct 18 – Jul 22 – Director & Business head – Agility Global Finance Shared Services Center, Chennai

Team Size ~ 225 FTE	Direct Reports -7	Reporting to – SVP Finance
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- Strategy and execution role across Finance Operations –Payables, Receivables, Collections, Financial reporting, Intercompany and Treasury. Drive transformation and transitions across finance operations footprint.
- Key role in driving stakeholder engagement, defining standards and driving optimal processes.
- Turned around the shared services performance from transactional services to business partnering. Designed a service performance framework model that could be adopted across the foot print.
- Leadership role in building competencies and talent to align and enhance customer value through a competencies framework model
- Played a key leadership role in promoting the overall NPS of the shared services center
- Key leadership role in working with DSV Panalpina (the entity that acquired Agility) in closely working with DSV leadership to ensure smooth transition back as Chennai was closed down as a part of the merger strategy
- Leadership responsibility on embedding Robotics as an automation tool

### Sep 16 - Oct 18 - Global Execution Lead – General Manager– Finance and Accounting – DAMCO (A P Moller Maersk Group) in Maersk Global Service Center - Chennai.

Team Size ~ 700 FTE	Direct Reports -6	Reporting to – Director Shared services
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- Responsible for Accounts payables, Receivables, Financial reporting, Balance sheet and Intercompany reconciliations, Revenue assurance, Consolidation, Working capital reporting, Aspects of taxation and Controls and compliance.
- Drive Quality in service delivery as per group standards. Enhance standards further.
- Drive engagement with CFO group to enhance quality and effectiveness of processes and reporting. Strong Business partnering and global project initiatives as joint initiatives with the stakeholders.
- Process owner for Key Business and Operational KPIs
- Key people responsibilities for talent recruitment, talent development and talent retention.
- Continuous improvements across financial reporting, payables and receivables in close collaboration with key stakeholders and the transformation team

- Strategic and tactical thought process leadership support to the GSC and the Finance leadership across forums and initiatives
- Mentoring and Coaching to ensure scalability and sustainability

**Sep 10 till Aug 16 - Standard Chartered Bank, Scope International, as Vice President, Measure to Manage (Business Intelligence), Financial process Re-engineering and Continuous improvements.**

<b>Team Size ~ 30 FTE</b>	<b>Direct Reports -5</b>	<b>Reporting to – SVP Transformation</b>
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- Developed and implemented Manage by Metrics & Continuous Improvement performance management program to install rigor into Global Finance Shared Services quality and efficiency management- Blue sky approach that serves as the Business intelligence for finance operations.
- Continuous improvements across financial reporting, management reporting, payables and financial systems
- Migrations of process across shared service centers to leverage optimization and business objectives
- Part of Global finance transformation initiatives
- Thought leadership in Improvement initiatives in finance and related business processes.
- Design and deployment of Global Finance operations scorecard.
- Functional Lead for implementation of Oracle Analytics BI tool for monitoring key metrics of Finance.
- Extensive engagement with Stakeholders to implement win win solutions around content and design of performance management measures across the finance processes.
- Project management role to initiate and stabilize the Global transformation program at the finance Shared service centre.
- Integral part of various leadership forums in the centre contributing to increased effective and efficient management of the finance operations.
- Continuous engagement with the management team in providing the right insights on operations through structured review sessions and forums

**Mar'08 to Sep'10: Shell Business Services Center as Senior Manager Finance**

<b>Team Size ~ 60 FTE</b>	<b>Direct Reports -5</b>	<b>Reporting to – Operations Manager</b>
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- Successful and a seamless transition of the accounts payable / expense reimbursement process from across locations.
- Reporting, Reconciliations, Reviews and remediation
- Continuous improvement initiatives. Certified Six Sigma Green belt. Mentored three Green belt projects.
- Define measure and monitor performance metrics. Guide team to achieve targets.
- Stakeholder management and Issue resolution.
- Qualified assessor to evaluate prospective candidates for managerial positions.
- Mentoring roles for the team - rewards, recognition, growth and learning programs. Part of the extended management team.

**Jan '05 to Mar '08: Cognizant Technology Solutions – Asst Manager Finance**

<b>Team Size ~ 20 FTE</b>	<b>Direct Reports - 7</b>	<b>Reporting to – Director Shared services</b>
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- Lead the Expenses function of the organization – India Process owner, financial reporting, Reviews, operations, commercial and controllership roles.
- Centralization of processes to achieve efficiencies. MIS, Reporting & cost saving initiatives.
- Process owner for India for ERP implementation integrating the T&E process and the financials.
- Co-lead the taxation function of the organization for a specific period.
- MIS, analysis, cost saving initiatives (reporting to the board) and reviews – Management reporting

- SOX compliance – India Process owner, assessing the effectiveness and efficiency of business processes & providing recommendations for improvisation - strengthening internal control systems / procedures.
- Effective vendor / agencies Management (Airlines, Forex dealers, banks, external agencies etc)
- Achieve customer satisfaction and business requirements through continuous business engagement.

## Impactful outcomes

- Turned around the performance, engagement quotient and success scores of shared services to align with customer demands of excellence
- Delivered strong cost goals and challenges through transformation, re-engineering and continuous improvements
- Significantly improved the knowledge game and career paths of teams
- Demonstrated ability to lead under strong headwinds.
- Deepen engagement with stakeholders to transition shared services from transactional processing to business partnering to value add partner

### Leadership Engagement

- \* Integral part of Shared Services and global extended leadership teams driving engagement and providing leadership and functional support on global initiatives
- \* Seat at the table with Stakeholders on driving value both at shared services and at onshore business locations
- \* Leadership on talent management and talent growth.
- \* Facilitating internal workshops on functional expertise, transformation, management and leadership

## Previous Experience

### June '98 to Dec'04: Managing Partner, Sundar & Ram, Chartered Accountants & Consultants

Overall responsibility for the entire core functions of the firm including client relationships, training and administration across Management and compliance Audits, Consulting and due diligence, Advisory services and Taxation.

### Feb '97 to May 98: Financial Controller AlKowahir Chemicals – a small trading company in UAE

Conversion of manual accounting records to a computerized accounting system (PRO-FIT) and designed reports to be generated from it. Implemented a structured Management Information system. Advisory to the Board of Directors.

### Nov '95 to Feb '97: Audit Manager R K Venkatesan & Co, Chartered Accountants, Kolkata

Client Management, Coordinated staff allocations, assigned responsibilities, Standardisation of process, trained junior staff and guided them on specific issues.

### Aug '92 to Aug '95: CA Articles with Sharp & Tannan Chennai & R K Venkatesan & Co Kolkata

## Other value adds:

- Guest speaker @ BITS Pilani & Chief guest at MBA annual event Interface & HR Conclave 2019
- Guest speaker @ Toast masters
- Guest speaker / Panelist at various roundtables organized by ACCA
- In house training sessions, workshops and seminars
- Consulted on shared services by Consulting companies

## Qualifications & Certifications

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Qualifications	Year of passing	Institution	Grades
Std X (Senior Secondary)	1987	Central Board of Secondary Education, India PSBB SS School, Chennai	74%
Std XII (Higher Secondary)	1989	Tamil Nadu Higher Secondary Board Boston Matriculation Hr Sec School, Chennai	84%
Bachelor of commerce	1992	University of Madras, A M Jain College, Chennai	71%
CMA (India) – Cost and Management accountant	1995	Institute of Cost Accountants of India	PASS
CA – Chartered Accountant (India)	1996	Institute of Chartered Accountants of India	PASS
CMA (USA) Certified Management Accountant and Certified Financial Manager	2004	Institute of Management Accountants - USA	PASS
Six Sigma Green Belt	2009	Six Sigma Academy and Shell	PASS
Digital Transformation	2022	Indian School of Business, ISB Hyderabad	PASS
Independent Director	2023	Ministry of Corporate affairs, GOI	PASS

## Personal data

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- Born 9<sup>th</sup> April 1972
- Family settled in Chennai – Daughter and son studying colleges in Chennai. Spouse homemaker.

### **Feedback from Agility / DSV Panalpina leadership. (2019-2022)**

I want to express my appreciation and gratitude for all the hard work and excellent support that you provided in 2019. This was a big year for the GFSSC, as an improvement plan was put in place, and the performance levels and overall service quality improved significantly. Perhaps equally important, the key internal customer stakeholders – regional and country CFOs – provided positive feedback on the improvement and further expressed their confidence in the Chennai FSSC for the future. I want to thank everyone for their contribution to this effort.

This is an exciting time as we look to accelerate our finance transformation program, and this is possible due to the great progress made this year. **-Global CFO**

Hi Raj – I just wanted to add my thanks and best wishes to you and your teams' efforts in building the GFSSC. Along with @@@, and the GMB, we have worked and watched to get our finance processes to scale and consistently high performance. And I fully recognize that this is no easy task in our global and diverse company. With your leadership and help we are now on a very positive path.

Many thanks, and looking forward to more good things in 2020! **-Global COO**

It has been a pleasure working with Raj and his team through the stabilisation process. I believe that quite some momentum has been gained since our finance meeting in Chennai and there is much more of a team spirit between the European finance leaders and the teams.

It has been evident through the regional transformation calls the progress we have made and it has been significant – **Regional CFO**

### **Feedback from SVP –Finance, Agility 2020-21**

Raj was resilient during 2020. He demonstrated true leadership. He was able to motivate his team while working remotely from home and navigate through a demanding FT agenda, business as usual service excellence and further develop the GFSSC Organization. He has performed his role as a leader of the organization and exceeding the organization's expectations in driving the shared service performance and strategic outlook.

Raj was an excellent leader. He managed the stakeholders while at the same time he executed on building the correct organization, the necessary skills and work hand son in the execution of the services to be performed. Raj lead by example, his team could see his commitment and professionalism in the delivery of the @@@FinOpsmodel. The GFSSC has hit a major milestone. In summary, the #resilience, #dedication, #motivator would come to mind in the Raj's execution of delivery of the FT program, the rebuild of the @@@GFSSCorganization during this very challenging environment, both in the complexity of the program but also in having a 200+ team working from home.

2020 was an extremely challenging year for the organization. Raj has relentless worked on continual improvement of the organization and driving the transformational finance agenda. He has acted as a true leader of people. He has provided his team a vision, their purpose and how the organization will progress in achieving their mission. He has been able to continue to build out the FSSC organization and ramping up the @@@organization. This was all completed remotely. He has also worked through the improvements in the quality of service and have furthered the confidence level of the execution with key stakeholders.

### **Feedback from EVP Finance DSV Panalpina 2021-22**

Hi Raj, I have been very pleased to work together with you during the integration. The professionalism and dedication you have shown from the beginning till the end helped us to finalize the tasks of the integration with success. Please feel free to mention me as a reference.