

Dear Hiring Manager,

I believe I possess all the requirements you seek.

My leadership has consistently brought business strategies to life through a combination of superior technical skills and effective collaboration with senior management, customers and staff. Combining skills at the strategic, operational and technical levels, I can effectively identify business and talent needs, solve problems and deliver improved capabilities.

My background includes:

**IT Leader with Diverse Business Acumen:** Adept at managing change through all business cycles: high growth, downturns, acquisition integration for non-for-profit, start-ups, small scale, and large multi-national corporate environments. Delivered career wins for high-impact projects across manufacturing, healthcare, insurance, finance and business process outsourcing

**High-Profile Collaborator and Partner:** Dedicated to resource development, team building, and recruiting and retaining top talent to produce world-class IT teams. Extensive experience collaborating with business partners and other executives to strengthen business processes, bolster IT support, and achieve positive bottom-line results

**Champion for Technology Innovation:** A key member of the Senior Business Team responsible for leading corporate initiatives, defining technology strategy, and innovating strategies that leverage technology to achieve business objectives

Expertise in managing customer segmentation, automation tools, and customer journeys across Digital channels. Multi-brand portfolio experience building e-commerce, mobile sites, and apps with a customer first mindset. Recognized as a trusted partner who revitalizes businesses through strategic innovation and team building. Builds cross-functional teams of 25+ and develops Digital Centers of Excellence at enterprise scale. Inventive, entrepreneurial, and interpersonally effective

Passionate about driving innovative solutions and driving business transformations to deliver outcomes that provide digital competitive advantages. Leverages Six Sigma Master Black Belt certification to deliver excellent operations

**Proactive Business-Driven IT Leader:** Credited with creating IT strategies that generate smart workflow and cohesion across the company footprint with key accomplishments in streamlining IT Governance, Risk Assessment, and Compliance (GRC)

Pioneered the Technology Steering Committee, an executive advisory committee that prioritized IT initiatives and implemented an IT governance process to ensure alignment between IT and corporate strategy, business priorities, and resource allocation

Hands on leader developing productive and collaborative team environments aligned to common goals

Skilled at navigating complex organizations and bringing order to chaotic situations; adept at evangelizing and motivating cross-functional collaboration in order to improve business performance, identify and cultivate high-performing talent, and ensuring that best practices are identified and implemented

My experience includes a variety of fast-paced and challenging situations across startup, small and large companies, a number of which shared a common need to improve process and implement solutions to help increase the company's efficiency. Common sense, vision, persistence and adaptability combined with my education and experience have been keys to my success.

I can lead teams by example, through delegation or by vendor management and thrive on bringing simplicity to complex systems the result of which is easier and less expensive maintenance and faster time to market.

I look forward to speaking with you about how I can add value to your team.

Regards

Shanmugam Kumar, PMP

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### **Summary of Qualifications:**

Highly accomplished, result driven and visionary business technology leader with over 20 years of extensive experience in agile application/product development, technology architecture, web & mobile technology development, data warehouse/data science/business intelligence, ERP/CRM implementation, IT security, IT infrastructure/operations, DevOps, IOT, cloud, social media, shared service strategy & design, data center modernization, human resource operations, IT Governance, business continuity planning, business development, relationship management, program/project management (PMO) and people management with the “drive” and “get it done” attitude that promotes the successful completion of large, complex, and risky programs/projects and facilitates organization growth. Change agent, adept at lifting an organization from a level of low morale, low energy, apathy and unproductive results to one of high morale, high energy and enthusiasm with highly productive results. A firm believer in employee recognition, career development and employee rotation allowing staff to broaden their experience beyond the scope of their own job functions

### **Area of Expertise:**

- Leadership and Performance Enhancement
- Strategic Planning and Organizational Leadership
- Technology Strategy, Direction and Roadmap
- Business Process and Enterprise Resource Planning
- PMO and Project Management
- Vendor and Client Relationship Management
- Enterprise Architecture, Data and Roadmaps
- Research, Product & Software Development
- Cloud & Mobile Technologies
- IT Operations and Emerging Technologies
- Process and Productivity Improvement
- Offshore and Near-Shore Management

### **Employment History:**

**Sr. Director, IT Digital Patient Experience**  
**Northwell Health/Fusion Technology Partners, Melville, NY**

**06/2017 – Present**

Northwell Health is the largest not-for-profit integrated health system in New York State, based on patient revenue, and the 9th largest healthcare system in the United States with more than 66,000 employees

- Accountable for managing the overall strategy, execution and maintenance of various enterprise digital patient experience initiatives (Drone, Online Bill Pay, Online Forms, Mobile Product Development, Clinical improvements, Cloud etc.) by using agile/scrum/DevOps techniques; Manage **50+** resources with an operating budget of **\$20M+**
- Spearheaded the implementation of online bill payment resulted in improving the customer experience, reduced billing/claims error from **30% to less than 5%** and reduced administrative burden from **50% to less than 10%**
- Led the transformation of legacy paper registration forms to mobile enabled digital forms resulted in increase in **operation efficiency by 70%**, reduced patient wait time from **30 – 45 minutes to less than 10 minutes**
- Conducted business impact analysis, risks assessment, and co-developed a business continuity strategy; identified business priorities, critical operations, and resources requirements; established risk profiles; instituted recovery strategies based on **ISO 2700** to minimize impact and disruptions, and increase Northwell Health resiliency; maintained and shared process knowledge by embracing methods, techniques, standards and best practices; coordinated program lifecycle with external Northwell Health business units; developed and directed program work-plan and deliverables KPI's; and ensured program is on schedule and within budget
- Provided technical leadership and direction to project teams by understanding business processes, gathering requirements, identifying potential usability issues, managing scope, and ensuring that and appropriate level of application quality was always maintained
- Assist Northwell Health in transitioning traditional IT, to process and serviced based IT specializing in SaaS and cloud-based (e.g. Azure) Agile and ITIL technical solutions

**SVP, IT & Operations**  
**United Bank/Fusion Technology Partners, Glastonbury, CT**

**06/2016 – 05/2017**

United Bank is a leading community bank in New England, with \$6.4B asset and over 50 banking locations

- Executive leadership and accountable for all aspects of information technology and operations (Deposit, Fraud Management & Lending) to support all lines of business which includes Retail/Branches, Commercial, Wealth Management, Direct Bank, Risk/Compliance and Sales & Marketing at United Bank. Managed **50+ direct employees and 150+ outsourced resources** with an **operating budget of \$31M+**

- Developed a three year IT roadmap by working with business executives which included the following strategic planning activities: defined growth requirements; identified strategic IT stabilization projects; defined IT projects to support business growth; Shared Service KPIs and proposed IT organizational improvements resulted in reduced application footprint, lower operating cost and increased performance and availability of critical business platforms
- Established IT and Operations as thought leader and strategic enabler to help increase revenue (**20%+ YOY**), improve margins (**reduced operating cost by 35%**), enhanced quality by reducing rework, and accelerating time-to-market through Agile implementation methodologies
- Drove **on-time technology deliver to over 99%** while simultaneously **reducing the investment** required to deliver technology solutions
- Led the migration of mission critical business applications and associated infrastructure components to Microsoft Azure; devised the strategy for DR/BCP for mission critical applications, their dependencies, failover/fallback plan adhering to business level RTO, RPO, systems availability and operational goals
- Spearheaded the implementation of enterprise data warehouse and analytics platform using Microsoft Azure resulted in **12% increase in asset, cut marketing cost by 17%, reduced time to identify problematic loans from 85 hours to 10 minutes and reduced time to market of new product offerings by 99%**
- Championed digital transformation program to extend the branchless operations to additional 19 states that generated **additional deposit growth of \$20M/month** and streamlined existing branch and back office functions to improve customer responsiveness and **issue resolution timeframes by 40%**

#### Director of IT

03/2015 – 06/2016

#### The Hartford Financial Services/Fusion Technology Partners, Windsor, CT

The Hartford (NYSE: HIG) is a leader in property and casualty insurance, group benefits and mutual funds with a combined premium of \$14.1B and asset of \$225B+

- Directed all aspects of engineering department (Application Development, DevOps, Data Engineering and QA) to deliver digital transformation initiatives for Commercial/Personal Lines Organization by using agile/DevOps techniques (Application Enablement, Continuous Integration, Continuous Configuration, Continuous Quality, and Continuous Deployment) and leveraged IBM Urban code for automated software delivery framework. Led **100+ employees** and managed an **operating budget of \$25M+**
- Successfully delivered role based customer engagement platform (IBM, Kana, Verint, Genesys and Avaya) supporting Account Management, Auto Policy capabilities, improved workflow, click to engage capability, dashboard sales 89ok, analytics, improved usability and lower training cost for customer service representatives through IT transformation program (**\$15M/Year Savings in Business Operational Expense and \$5M/Year Savings in IT Operational Expense** by replacing three major legacy applications & Improved policy retention rate to 85% and increased written **premium growth to 2.1%**)
- Rebuilt the team, focused on increasing leadership and technical capabilities while driving accountability and empowerment. This has resulted in a smaller, faster, nimbler team that delivers on commitments
- Directed improvements in eCommerce capabilities that delivered over **42% order volume** without human intervention
- Established advanced analytics and Data Science team to build predictive models resulted in **\$10M savings for auto claims, \$5M savings for subrogation's, reduced risk of non-compliance by <2% and improved potential cases detected for fraud from 3.8% to 8%**

#### Director of Architecture/Application Development Cigna Healthcare, Windsor, CT

03/2012 – 03/2015

Cigna is a global health service company with 95 million customers around the world and more than 40,000 employees worldwide

- Accountable for delivering enterprise solutions for various initiatives in Financial, M&A Systems Integration and Global Solutions Group by adopting Agile framework. Led **200+ team** and managed an operating budget of **\$50M+**
- Championed technology vision and strategy to align IT and business goals. Established IT architecture as structure for managing IT investments. Championed Shared Services and BPO model, identified key leverage points in healthcare insurance, clinical/provider management and financial management. Defined overall architecture to support business growth and M&A activities. **Key initiatives in EBITDA improvements of 25%+**
- Marshaled multi-channel quality of service initiative for **70M+ customer base**. Provided leadership and structure to substantially increase system availability and performance resulted in **100% service availability** and **performance improvements of 50%+** were achieved during peak periods. Created **24x7** enterprise technology center for operations and support. Provided operating environment able to sustain spikes in excess of 20 times normal demand
- **42% reduction of IT complexity** while increasing business capabilities through simplifying Application portfolio

**Vice President, IT**  
**Kinetic Concepts, Inc, San Antonio, TX**

**08/2006 – 03/2012**

Kinetic Concepts, Inc., (KCI) is a global corporation that produces medical technology related to wounds and wound healing. KCI produced the first product developed specifically for negative pressure wound therapy.

- Global Executive leadership and accountable for all aspects of Information Technology (Application Development, Infrastructure, Information Security & PMO), R&D and Operations to support all lines of business across NA, EMEA and APAC regions (**combined staff of 250+.**) Managed an **operating budget of \$65M+**
- Redesigned and reorganized information security organization to support all lines of business enterprise wide. Designed and developed new organizational capability focused on risk assessment, management and mitigation. Identified key skills/staff, exited others, hired needed capabilities for future requirements while consolidating physical locations from four down to one. Rolled out enterprise wide governance framework to engage senior management in the risk management process
- Led Global Transformation Program for consolidating several ERP financial instances into one global Oracle ERP (R12) instance that streamlined business processes across NA, EMEA and APAC regions and realized **annual cost savings of \$17M, reduced support cost by 35% and reduced month-end closing procedures from 10 to two business days**
- Conceptualized and implemented business strategies for Operational Data Management, Data Warehousing, Master Data Management, Data Science and Business Intelligence that improved **operational efficiency from 78% to 95%, clinical research success rate from 65% to 85%**, enhanced visibility for effective decision making, and targeted **business growth by 25% annually**
- Championed the transformation of IT Operations, Network/Telecom, Server/Storage, Data Centers, Service Desk, Collaboration Services and Data/Analytics Management into a global service organization leveraging secure, scalable and cost effective technologies including cloud services and virtualization to provide agile solutions in order to meet rapidly growing and demanding business needs resulted in **100% availability of key business applications**, enabled speed to market, **25% reduction** in telecommunications cost and **reduced operational expense by 42%**
- Established and implemented Business Continuity/Disaster Plan, Information Security/Incident Management, Quality Assurance/Quality Control policies and procedures to comply with government regulations such as **HIPAA, FDA, GAMP, GXP, ISA-95/ISA-88** etc.

**Sr. Director, IT**  
**Accenture, LLC, San Francisco, CA**

**04/1998 – 08/2006**

Accenture is a global management consulting and professional services firm that provides strategy, consulting, digital, technology and operations services.

- Directed architecture, application/product development, production support, quality assurance, infrastructure and PMO for several Accenture's health care, financial, property management, supply chain and manufacturing customers. Full P& L responsibility and led **250+ resources** with an operating budget of **\$30M+**
- Spearheaded the product selection, architecture, design and implementation of various enterprise infrastructure initiatives such as Data Center Implementation/Expansion, ERP, Directory Services, Networking, Helpdesk, Microsoft exchange, Storage, Database implementation/Operations, Server implementation/Operations, Monitoring etc. for various Accenture healthcare, financial and supply chain clients, structuring business operations to best support growth and profitability. Devise and execute strategies to bolster company's efficiency and operational capacity, leading integrated initiatives to streamline functions and improve collaboration across multiple business divisions; **\$17M annualized benefits** through process reengineering and automation
- Led the product selection, architecture, design, development, testing and implementation of Core Banking (Jack Henry, Symitar, Fiserv, CSI, TSYS, D&H, FIS & ACH), Retail & Commercial Lending, Deposit Operations, Cash Management, Real Estate, Fraud Management, Retail/Commercial online Banking, P&C/Annuities Policy Administration Systems, Duck Creek P & C Solutions, Derivatives, Investments, Hedge Funds and Asset Management, Property Management, Leasing, Trading, Financial Management, CRM, CMS and Payment Systems for various Accenture financial clients
- Streamlined service delivery organization resulted in achieving **75% increase** in speed-to-market, **90% improvement** in quality and **65% increase** in billable utilization
- Designed and implemented corporate wide methodologies and processes that meet Board requirements and provide appropriate oversight

**Certifications:**

- Certified Project Management Professional (PMP)
- Certified Scrum master
- Certified ITIL Foundation V3
- Certified Total Quality Management
- Certified Six Sigma Black Belt
- Certified Six Sigma Green Belt
- Certified Lean Management Professional
- Certified Sarbanes Oxley (SOX) Expert

**Education:** Bachelor of Engineering in Computer Science