

Hari. S

Detailed CV

Location: Chennai; Cell: +91-91766-56611, E-mail: shari08@gmail.com;

Availability: Happy to explore Permanent/Contractual/Fractional roles, and available on short notice. Open to Remote and onsite engagements (wherever possible).

What I bring to the table?

- 25+ years multi-geo & multi-cultural experience – UK/EU/US/ME/India; 20 years in IT - Software Products & Services, Education/EdTech, Networking/Hardware, KPO/BPO, Strategy Consulting (across sectors).
- Significant Leadership & Entrepreneurial acumen, Board Room Experience, Startup and Early stage expertise – Bootstrapped thru Funding – Pre & Series A.
- Envision Scale & implement Growth Strategies for Digital products & services; Discovery-2-Delivery/Release Cycle – B2B, B2C – SaaS models, Enterprise-thru-SME segments.
- Transform Market Headwinds to Tailwinds with significant ability to create customer rolodex, connect, convert and engage at C Level globally.
- Build Global Strategic Alliances & Partnerships towards organic and inorganic scaling and expansion.
- Go-to-person for Full-stack workable solutions in Business Turnarounds, Product/Services Strategy, GTM, Marketing (Omni Channel), Funnel & Rolodex Generation, TOF-MOF-BOF Management, Traction, Conversion, Pricing, Product & Services rollout, People, Quality & Processes.
- Significant Thought Leadership, Customer and Market Centricity.
- 360° multi/cross functional expertise to simplify complex business contours, upstream and downstream.
- Business and Technology ecosystem integration for business excellence and growth.
- Handled top line enablement of over USD 20 million; AOP, P & L.
- Driven Strategy Consulting / Business Growth engagement across industries.
- Excellent communication, articulation and relationship building across levels.
- Compassionate Team player, coach and mentor; groomed high performing teams across layers.

Personality/Mindset: Mature, Agile, Creative & Analytical, Pragmatic, Emotionally Homeostatic, Passionate & Compassionate, Cooperative & Collaborative.

Industry / Domain experience:

IT – Software, Education, EdTech (K12), Digital Media, Mass Media/Advertising, Logistics & Shipping, Banking & Finance (AML/KYC), Hotels & Restaurant, HealthCare Diagnostics, Voice AI Contact Centre, IT Infrastructure/Hardware and Management Consulting.

Expertise in Products & Services Management:

End-to-end Strategy & Execution of Road Map, Market-Fit Validations, Pivots, Primary & Secondary Research, Global Strategic Partnerships and Alliances (UK, USA, EU, APAC), Go-To-Market, Channel Partner Programs, Pilots, Segment Mapping, Business & Team Cadence planning and implementation – Product/Service - Design & Development, Release / Rollout, Digital Marketing, Business Development/ Sales (All Models), Customer Engagement and CX, Operations Build Out, Service Delivery Transitioning, BCP.

Technology Platforms, Data Analytic Tools, Development Models worked and managed:

- AI/ NLP - Voice Recognition (Nuance, CVP, Avaya, Syntellect), Java, JS, VXML, .Net, R, Python.
- IBM-DB2, MySQL.
- Data Analytics / Statistical Models & Tools: SPSS: Models: ANOVA, t-tests, Regression, Correlations.
- Working knowledge of Mobility, Social Media, ERP, CRM, E-Commerce, CMS platforms.
- Have led & driven development and release using Agile and Waterfall Frameworks.

● **Bucket 1 : CXO /Leadership**

- Aligned with Investors (VC/FIs), Board and Promoters in Strategic Intent setting and execution.
- Significant Board Room exposure, Seed and Series A Fund-Raising experience > US\$ 5 million.
- Coached, Mentored and grew Technology, Operations and Business teams in the last 17+ years.
- Played pivotal role in work space culture building, inculcated Human values, Ethics & Commitment essentials.
- In CTO & COO role, Led Technology Strategy, Solutions & Implementation of across geos– India, USA, APAC .
- Onus for Annual Business Plans (ABP), Capex, Opex, Payroll, Revenue and Margin management.
- Handled budget and investment in CAPEX of over US\$ 2 Million approx in 4 years - 2006 – 2010.
- Consistently achieved Capital efficiency and EBITDA of over 35 %.
- Effective management of investors' investment of > US\$ 3 million.
- Led Global Technology Partnerships in Singapore, US, China and Canada.
- Handled marquee / Enterprise accounts and engagements in USA, APAC, ME and India.

● **Bucket 2 : Entrepreneurial/Business & Strategy Consulting**

- Co-founded a Technology and Business Advisory firm (LLP) with a successful 11 years track record of generating and managing revenues - aggregated > USD 1 Million.
- Led Strategy Consulting Engagements in Technology Product Management, Business Development, Sales and Digital Marketing across domains – Big Data/ AI, Hotel and Restaurant, Health Care Diagnostic Equipment, Digital Media, Education, Edtech, KPO/BPO, RCM – USA.
- Deeply engaged as Principal Consultant/ Fractional CXO roles with over 14 clients across industry.

● **Bucket 3 : Business Dev.,Pre-Sales/Sales, Marketing, Account Management**

- Have led multi-geo GTM programs, Audience Reach, Client Management, CX & Journeys.
- Anchored Cross Border deals / engagements in UAE, USA, UK, EU India for products and services (B2B).
- Demonstrated contributions to Business Development, Sales & Marketing across engagements.
- B2C & B2B Lead Generation, Pipeline Management and Conversion / Deal wins.
- B2C Expert in defining CAC, LTV, CJ, CX, User base Ramp-ups, ARPUs.
- Have implemented CRM – (ExtraaEdge for Edtech B2C and B2B).
- Handled big canvas Global Marketing Programs (Digital & Omni channel), Consumer Research, Digital, Electronic, Print, PR, OOH. Handled Marketing Spends > US \$ 3 million in B2B and B2C.
- *Asset Strategy and Creation:* Led customer centric Marcom Strategy – Teams, Digital & Traditional Collateral builds - Content, Design and Development, Blog Articles, Google Ads, SEO/SEM, Email and Social Media Campaigns to global audience. Have used *Martech tools – Zoho CRM, GA, SEMRUSH, GKP, UberSuggest* - for campaign management.
- Have co-authored blog articles with Local Sales Partners in EU & UK on various industry domains such as Logistics, Banking and Finance etc.
- Systematically built Strategic Sales Partnerships in UK, EU, USA and India to drive business development.
- Contributed to gross Top-line of US\$ 20 Million to organizations where I worked and Consulted.
- B2B2C - Pan India Channel Partner Programs - 1500+ Retail/Resellers & for India's No. 2 Networking Product brand (B2B - Down Stream).
- B2B Pre-Sales pitches, RFP/RFI, Tenders/ Bids, Products/Services Up-selling& Cross-selling for marquee clients

● **Bucket 4 : Products, Services Delivery**

- As CTO and Head, steered the set up of COE in Speech AI / NLP & Voice Analytics Products and Services.
- *IP Creation:* Released 4 Speech AI Products for UAE, APAC and India markets.
- Demonstrated expertise in defining Product and Services Roadmaps, Market & Segment Research and Validation, Architecture, Agile and Scrum Development, Team Management and Cadence, GTM, Customer Pilots and Deal Wins – SAAS and On-Prem offering.
- Global Partnerships with Software and Hardware platform majors – Syntellect (N.A), Nuance (USA), Donjin (China) and Avaya (USA) et.al.
- Pre-Sales, RFIs/ RFPs, Pricing – SaaS, Transaction based models for Service revenues from Product deployment.
- Handled team sizes of 200 + across Product Engineering and Services businesses.

Credentials:

Degree	University/ College	Year / Session	Specialization	GPA/ Class
Master of Science (M.S)	Hawaii Pacific University, Honolulu, USA	2003 Full Time	Information Systems / IT (Core: S/W Engineering, PM, Telecom, Analytics, E-Com, Tech Strategy)	4.0 / 4.0 (Topper)
M.B.A (2 Year Executive Program)	Madras Productivity Council, Chennai (Affiliated to NPC, Ministry of Industry, India)	1996 Night Class (FTE)	International Business Management (Core: Sales/Marketing, Finance)	1st Class
Master of Marketing Communication (Media)	Madurai Kamaraj University, India	1995 (Part Time)	Core: Media Tools, Advertising, Branding, PR, Media Content Development and Management.	2 nd Class
Bachelor of Science (B.S)	University of Madras, Chennai	1986 Full Time	Chemistry, Math, Physics	2 nd Class

Honed Skills : Executive Training/ Learning:

Topic	Place of Learning	Year
• Certified Digital Marketing Master	IIMSKILLS	2021
• Agile Concepts in Software Product Engineering.	IIT, Madras	2008
• Winter School of Speech and Audio Processing.	IIT, Madras	2008
• Business Strategy and Simulation	IIT, Madras	2007
• Strategic Account Management	Second Avenue, India	2008
• Effective Management Productivity	LMI, Texas, USA (India Chapter)	2000

International Scholarships and Recognition:

• Rotary International Professional Exchange Scholar to the Philippines – 1996
• Listing in the National Dean's List 2003 (USA) for outstanding Academic Performance at the Masters Level

Summary of Work Experience:

Organization	Title	Period
Scale Up Advisory	Senior Consultant - Strategy & Execution (Clients – AI School of India, Zuqo.io, GoodLife, SpeedRev)	March 2019 – till date
Cenza Technologies, Chennai	Senior Consultant – Strategy & New Initiatives	Dec 2017 – Feb 2019
	Senior Vice President – Strategy & New Initiatives	March 2017 – Dec 2017
Scale Up Advisory, Chennai	Co-Founder & Director	Apr 2010 – Feb 2017
LatticeBridge Infotech Ltd., Chennai	Chief – Technology and Operations (CTO & COO)	Apr 2004 – March 2010
Dax Networks Ltd.. Chennai	Head – Product & Brand Marketing	1999- 2001
First Computers, Chennai	Senior Manager – Marketing & Communication	1994–1999
	Business Manager (<i>Business Unit of First Computers</i>)	1997-1999
	Manager – Marketing and Communication	1994-1997
NEPC, Chennai	Assistant Manager – Marketing and Communication	1991-1994
MAA Group, Chennai	Client Servicing / Account Executive	1987 – 1991

Detailed Work History

Senior Consultant – Strategy & Execution

March 2019 – till date

Scale Up Advisory LLP

Sample Clients Engagements: GoodLife, ITL Exports - RCM Initiative, Zuqo.io, AI School of India

Role: Hands-on Consultant for Early stage & Startup entities in IT products & services, KPO/BPO, other industries.

Business domain knowledge: Multiple domains

Expertise and nature of work:

- Strategy – Business / Digital Transformation; Products & Services – Ideation through client deployment
- Product Management – Ideation through release; Pivots
- BD & Sales - Domestic, USA, UK, EU markets: New Geos & Markets, Strategic Alliances, Partnerships, Leads, Customer/ Market Traction, Pilots, Acquisition; ABPs, Quota management, P & L advisory.
- Marketing, GTM - Domestic, USA, UK, EU markets – Digital/Omni channel, Content/Communication, Tools, Campaigns, Reach analytics, ROI, course correction.
- Tech Strategy – New tech evaluation, vendor assessment, TCO, adoption, Budgeting, Integration.
- Operations Scaling – Talent and Infrastructure assessment, TCO and budgeting, Business Process reimagining & implementation.

Note:

- *The above client engagements are at the CXO / Advisory level and involved significant involvement/ collaboration with the Leadership team and employees of clients.*
- *The engagements are on Fractional model and based on scope of work & time involvement.*

Senior Consultant - Strategy, New Initiatives

Dec 2017 – Feb 2019

Cenza Technologies, Chennai

Nature of Business: IT/ITES/KPO

Reporting to: President/CEO and Board

Role: **Lead New Initiatives - Logistics & Shipping BPO (Bundled/ Productized) offering.**

- Business case evaluation, Market validation, GTM planning & execution across EU, UK and USA.
- Assessed, on-boarded and aligned Strategic Partners in Benelux & EU region.
- Operations and Delivery build out –
 - Resource mapping, evaluation, selection, induction to process.
 - Digital Technology strategy, validation, selection & implementation- AI/ML Platforms/Tools to right fit Logistics business processes.
 - Assess Logistics & shipping documentation Cloud based work flow platforms, select and deploy for process solutions delivery.
 - Plan and execute client Pilot projects and enable Go Live.
 - Define KRA/ KPIs, Quality benchmarks for services delivery.
 - Ensure client SLAs are adhered in solutions and services delivery.
 - Guide and monitor Logistics Managed Services team – Technology, Solutions & Delivery.
- Business side - GTM, Sales and Digital Marketing strategy, Lead& Pipeline, Costing & Pricing, Targets & Revenue, ROI.
- Enabled Omni Channel client/TG outreach - Digital Channels, Asset Strategy and Builds, Campaign Management, Monitoring, and Course correction.
- Define value proposition and articulation to prospective client / TG audiences.
- Budgeting and tracking for Logistics services.
- Enabled Sales from EU Logistics clients: Pilots to Billable accounts; **EURO 500K (approx.).**

Senior Consultant - Strategy, New Initiatives (Designated Sr. VP - On Contract)-

Mar 2017 – Dec 2017

Cenza Technologies, Chennai

Nature of Business: IT/ITES/KPO

Reporting to: President/CEO and Board

Role: *New Initiatives and Strategy*

- Mandated to identify, validate, recommend new business services in the KPO space with AI / ML framework , Due diligence etc.
- Ground-up Evolved & implemented Strategy for bundled (Productized) Financial Services - KYC/AML Process Outsourcing.
- Signed-up Global Strategic Partners / Alliances for Technology and Sales in the UK and EU.
- Technology Strategy and implementation:
 - Assessed 3rd party Global technology platforms and databases with AI/ ML capability, deployed to improve business process services – few of them are: RDC, ComplyAdvantage, Trulioo, Aquibix, iMeta, EBOS.
 - Implemented Business Process work flow solutions, enabled seamless production and delivery.
 - Transitioned to Operations for operations continuity.
 - Assessed, recruited Project Managers and Process Executives, deployment of the same on projects.
- Business Development: TG Segmentation, Validation, Traction, Leads & Pipeline.
- 360 Global Marketing and Communication to Business Audience in the UK and USA - Omni Channel: Digital, Traditional - Collateral, Asset, Ads, Metrics & ROI.
- KRA/ KPI setting, periodic team cadence.
- Enabled sales conversions from Banks in UK for KYC/AML services: **GBP 450K (approx.)**

Co-Founder & Director

April 2010 – Feb 2017

Scale Up Advisory, Chennai (LLP)

Nature of business: Growth Advisory

Clients Profile: IT Products and Services, KPO, Data Analytics, Health Care Capital Equipment, Digital Media, Education.

Reporting to: NA

Role: Director & Co-founder (LLP) along with 3 Senior professionals with excellent credentials and experience.

- Steered Strategy Consulting services across clients.
- 8 years revenues of over USD 600K (across 8 years) from the Consulting practice.
- Clients include Software Product & Service cos., Business Process & ERP cos, Health Care Capital Equipment, Data Analytics, Digital Services cos, Education, and KPO.
- Engaged in and as Fractional CXO roles, driving growth mandates of clients.
- Provided Thought Leadership, Strategy and Implementation of Product and Services rollout, hand holding clients as part of the engagement.
- **Sample Clients engaged with:**
 - Cenza Technologies (KPO/ BPO – Market focus: USA, UK and EU)
 - Impetus Analytics (Data Analytics – Market focus: US, UK, India)
 - Easy Design Systems (Hotel & Restaurant S/W Product – Market focus : ME, APAC and India)
 - Inspace Technologies (ERP Consulting – Market Focus : India, ME)
 - OneMG (Digital Communication/ Mass Media – Market focus : India, US, Australia)
 - TAPMI (Manipal Educational Group – Market Focus : India, APAC, ME)
 - CURA Health Care (Capital Diagnostic Equipments – Market focus: ME, APAC, SA, India)
 - GoodLife LLP (Green Products – Markets focus: India)
 - ITL Exports (Healthcare BPO – Market focus: US)

Chief – Technology and Operations (CTO & COO)

April 2004 – March 2010

LatticeBridge Infotech Limited, Chennai, India (ISO 9001: 2000, CMML3), (An IIT Madras Incubator Startup)

Major Equity Holders: Venture East (USA), SIDBI Venture Capital (India), Analog Devices (USA).

Nature of business: Speech AI Products, Managed Services for CTI, IVR Systems, Customer Interaction Management (CIM), Voice Portals and Telecom/ Mobile VAS on SAAS, PAAS, CAPEX, OPEX models.

Geographies addressed: India, Middle East, USA.

Domain: Telecom, BFSI, Utilities, Transportation.

Reporting to: Founder / CEO and Dotted line reporting to Board & Investors.

Ticket Size in terms of Value of Deliveries handled: \$ 4.8 Million (approx.)

Some of the Enterprise Accounts Engaged with and Deliveries Managed:

Telecom Accounts: Vodafone, Tata Indicom, Nokia Siemens Networks, Etisalat Telecom, UAE

Non Telecom Accounts: State Bank of India (SBI), Indian Railways, Ashok Leyland, Etihad Airways (UAE), Nuance, USA

Direct Reports: Heads of Products, Services, Delivery, Computational NLP. 2nd line reports – Head -Testing, Quality, HR.

Achievements:

A. Product Development / Management and IP Creation:

- Introduced Best practices in PDLC – Aligned team to adopt and practice AGILE -like Methodology.
- Provided Strategic direction and support to Product Group in areas of Product Architecture, GTM, Features and Pivots, UI / UX , Beta and Version release.
- **Released 4 Products between the year 2006 and 2009:** *Dialogue Tracker, eVASS, Candidate Scan, Speechifieds.*
- Released Proprietary Speech AI / IVR Platform in 2009 and Product rollout in production servers at Vodafone, Tata Indicom in multi-sites.
- Filed patents for the above 4 Products.
- Ensured Team Cadence was in place and strictly adhered.

B. Technology Strategy and Positioning (Qualitative Achievements):

- Identified relevant technologies in the Telephony/Speech space, examined strategic fit and aligned internal organization to learn, assimilate and develop & deliver business application using these technologies –VXML, IP Voice, to name a few.
- Educated prospective customer organizations, more at the CXO Level, on the value that Speech AI applications could deliver in terms of cost advantage, productivity enhancements and UX.
- Positioned Speech AI as the next big Disruptive Technology among customers & prospects and established the company as a serious player in the Contact Center Technology ecosystem.
- Built a sustainable competitive advantage framework by setting up COE in Speech AI Technologies, and focused engineering efforts in improving technology performance and capability – set new benchmarks in Speech AI Technology performance (80 % FARR).

C. Strategic Account Management:

- **Executive Sponsor** for 2 large Accounts - Tata Indicom and Vodafone - for 1/ ½ years. These Accounts contributed close to **70% of the Top line (US\$ 3 Million) in FY 09.**
- Created trusted partnerships with named Accounts and played Realigned CRM teams into **‘Key Account Management (KAM)’** and **‘Technical Account Management (TAM)’** teams and evolved a KAM –TAM Framework to support farming into these named Accounts.
- Provided End to end guidance from POC to Delivery.
- Established CXO level relationships with named Accounts and formalized a workable KAM – TAM program.
- Played the role of Technology Solutions Advisor / Evangelist.

D. Solutions - Project Management, Delivery and SLAs:

- **30+** Full-cycle, Multi-site, Multi-client Projects delivered on CAPEX, OPEX, PPU models.
- Evolved and implemented Speech AI / IVR Systems Development and Delivery framework and ensured adoption and assimilation across the team of **140 + Engineers** which includes *Solutions Architects, Delivery Managers, Project & Product Managers.*

- Inducted Best Practices in SDLC across teams and implemented *Onsite – Offshore model*
- Handled Resource planning, Allocation, Utilization, and Performance tracking for over 5 years.
- Scaled technical FTEs from **15 to 160+** across levels.
- Defined and implemented People Metrics - KRA and KPIs for the entire team across levels and ensured optimal utilization and load balance.
- Weekly Team Cadence to ensure project delivery and SLA adherence.
- Formulated and implemented a measurable SLA management process and aligned 24x7 post production support teams.
- Supported Pre-Sales in responding to RFIs/ RFPs with appropriate Products and solutions, technical specs – Scoping, Sizing, Effort Estimate and Competitive pricing (Saas, Fixed Price, T&M, Revenue Share, Transaction Based Models).

E. Operations:

- Responsible and worked on Operations budgets based on Pipeline Status and Business Plan.
- Handled CAPEX deployment (in terms of H/W and Software) of over US\$ 2 Million.
- Improved Capital efficiency and EBITDA Y-o-Y from 2006.
- Achieved EBITDA of over 35% *in FY 2009 in FY 09.*
- Handled Operations Budget with an EBITDA target of 40% *for FY 10.*
- Worked closely with VC/Investors, Board and CEO in Operations & Strategy, in goal setting and in achieving target numbers in terms of Top line and Bottom line.

F. Quality/Process:

- As **Management Representative (MR)**, initiated and implemented *QMS (ISO 9001: 2008)*, and spearheaded the ISO certification program (Assessed and certified by *TUV NORD* in 2008).
- Guide and monitor Quality team in planning and implementing course changes, continual improvement with view to achieve set measurable objectives.
- Anchored the team for *CMM L3* certification.

G. Technical Infrastructure:

- Handled CAPEX deployment (in terms of H/W and Software) of over US\$ 2 Million.
- Front-ended and created strategic partnerships/alliances with leaders in the Telecom/CTI space - **Envox (Canada), Nuance (USA), Donjin (China) and Avaya (USA)** which translated into business opportunities by way of deploying Speech AI Systems in large customers such as *Vodafone, Tata Indicom, Airtel, Etisalat (UAE), DU(UAE).*
- As the Head of Technical Operations, planned and implemented essential Infrastructure in Development Center LAN with 160 work stations, 4 Test Beds, and Telecom data center with 5 E1s (150 telephone lines).

H. Hosted Infrastructure:

- Handled planning and implementation of Hosted Infrastructure / Service Delivery Platform (SDP) for Speech AI based applications across client locations – *Vodafone, Tata Indicom, Etisalat* - to name a few.
- Over **3000 ports in production servers** at various client locations handling about 6 – 8 Million calls per month in Customer Care and VAS domains.

I. Skills Training and Development:

- Created a robust technical team by imparting necessary training. Ensured the team acquired skills to be abreast and meet client demands, and also to meet organization's business and technology focus for the near and medium term. (*e.g*) telecom standards based technologies such as SS7, VXML - to name a few.
- Planned and initiated Scale up Training for Managers to help them move ahead in the organization and to increase responsibility bandwidth.

Head – Product and Brand Marketing

1999- 2001 January

Dax Networks Ltd, Chennai, India (ISO certified)

Nature of Business: Enterprise Hardware , Networking Solutions

Geographies: Nationwide with over 30 Distributors and 1500 Last Mile Channel / VARs

Market Position: No.2 among Indian Networking Products/Brands.

Size: US\$ 10 Million in FY 2001

Reported to: CEO & Co-Founder / Director– Marketing.

Achievements:

- As a Product Marketing and Brand Head, rolled out Go-To-Market Brand plan in conjunction with Business Plan for 'Dax' range of networking products across 14 Indian States.
- Pivotal role in significantly improving Top line in collaboration with Business Development Teams.
- Worked closely and supported Sales Team in pushing up top line to **US\$ 8 Million by Jan 2001.**
- Played crucial role, along with other stakeholder functions, in launching 8 market leading products during a 2 year period and organized Pan India Road shows, Sales Promos, and Channel Promo campaigns covering **1500+ Resellers and 60 Channel Partners** across India.
- Handled Marketing and Promo budgets of over **US\$ 500K in 2 years.**
- Led a team of 4 and ensured effective implementation of Brand Marketing programs.
- Anchored collaborative efforts with Product Engineering, Field Sales teams and ensured effective penetration of Brand 'Dax' in the market/s.
- Initiated and commissioned a Brand awareness and consumer acceptance study for DAX brand with A.C. Nielsen (ORG-MARG) across India .
- Instrumental in creating the Title 'Dax - Fastest Growing Indian Networking Brand FY 2000' as published by Media.

Senior Manager – Marketing and Communication (1994–1999) / Manager (1994-1997)

First Computers, Chennai, India (ISO Certified),

Rank: No.3 Nationally in the period 1997 - 1998

Size: US\$ 6 Million

Nature of business and geography : IT Training / Education; Nationwide with 120 Training/ Education centers.

Reported to: Managing Director & Director – Marketing

Achievements:

- In conjunction with Business Head and Leadership, launched MarCom Programs across 19 Indian States.
- Led a team of 9 members and handled day-to-day implementation to meet business demands.
- Ensured effective implementation of MarCom initiatives across all Regional / Franchisee centers (126 Centers) in all.
- Handled Marketing budget and spend of **US\$ 1.5 Million over 4 years.**
- Tracked ROI on Marketing spend in terms of 'cost per enrollment per month of spend'.
- Played a pivotal role in evolving MarCom Strategy and Implementation using media vehicles such as Print, Electronic and OOH (ATL and BTL).
- Key Interface and SPOC for handling Ad agencies – LINTAS and O&M to name.
- Was totally in control of Ad campaigns, collaterals and media exposure including PR.
- Generated wide press coverage across various print media in English and vernacular.
- Conducted 6 MR studies with AC Nielsen across major cities to study consumer preferences for IT education.

Additional Role:

Business Manager – First Lady (A Division of First Computers).

- Business driver for the IT education initiative where Women entrepreneurs operate training centers exclusively for Women students.
- Signing up 4 Master Franchisees (MFs) across 4 states in India.
- Worked closely with MFs and signed in 22 Franchise centers and supported them in Sales, Marketing, revenue generation and Communication.
- Played key role in Business development, Revenue Forecasting, Monitoring and Enhancement.
- Generated Sale of over **US\$ 1 Million** over 2 years.

Assistant Manager – Marcom

1991-1994

NEPC Group of Companies, Chennai, India (ISO Certified)

Nature of business: Conglomerate - Wind Turbine Generators, Airlines, and branded agro-foods.

Geography of market: Pan India.

Role:

- Planned and implemented Marketing and Promotional programs
- Marcom, Advertising and PR campaigns
- Channel Sales Promotion, Event Management, Dealer Meets, Stakeholder Conference.
- Public Relations, Media Relations, Marketing Collateral (development and dissemination)
- Handled IPO campaign with a media spend of USD 300K.
- Key interface for Ad agency interactions – HTA (now JWT) and O&M.

*During the initial phase of my career, **between 1987 and 1991**, I had the opportunity to work for Media and Advertising organizations in Client Servicing roles.*

End of Profile