

## PROFESSIONAL EXPERIENCE

## Lead School

## Associate Vice President, Strategy

(Oct'20 – Present)

- **Helping the CCO spearhead revenue function, devising innovative go to market strategies**
  - **GTM Strategy:** Charting the Sales, Growth and Account Management functions for the business leading to **3x growth** in a pandemic year improving the clients from **600 to 2000** and Order book from **INR 65 Crore to INR 240 Crore**
    - **Market study** to identify **Target Addressable Market**, finalise targets at Zonal and Regional level for next 3 yrs
    - **Hiring:** Scaling up the Sales team by 3x from **100 to 200** & Key Account Management team by 4x from **25 to 100**
    - **Retention and Upsell:** Strategizing retention (INR 65 Crore) & up-sell (INR 10 Crore) for 600+ existing partners
    - Sales team **productivity improvement by 2x** (27% to 52%), improvement of sales toolkit & ideal sales pitch by mapping the customer journey across the sales cycle, implementation of live dashboards & leadership scorecards
  - **Establish and Implement robust L&D framework-** need identification to effectiveness measurement
    - Assist L&D team to formulate the training calendars in line with gaps identified on ground for **400** employees
    - Developed and implemented effectiveness metrics like- Productivity and Leadership Scorecards
    - Conceptualize and implement monthly sales contests to improve productivity and enable in achieving targets
  - Conducting competitor analysis, keeping abreast of market trends & competitor's moves to achieve market share metrics
- **Lead Key strategic projects enabling additional channels of revenue for the Organisation**
  - Leading a team of 15 Regional and Zonal Managers in reaching out to **300+ Large Institutional Clients** leading to **INR 12 Crore of Revenue** with a Potential of **INR 48 Crore upsell** in future academic years.
  - Leading a team of 25 Inside Sales team members contributing to 18% of total revenue of the Organization

## KPMG Advisory Services Private Limited

## Senior Consultant

(May'17 – Oct'20)

- Received **Encore Award** (top 5% employees) Perf. for 3 consecutive quarters & **Super Team Award** (Top 5% teams)
- **Marketing, Digital Transformation & Implementation for a Leading University Education Player**
  - **Go-to-market strategy:** Formulate/executed strategy; met admission target of **12,500** students across different streams in existing University and **1,400** students across the newly established University Campus
  - **Capability Building:** Finalized marketing calendar and facilitated formation of a robust internal marketing team.
    - **Team Hiring & Training:** Managed hiring and training **40+ employees** across the marketing and sales function
    - Ideation, execution & performance management of Inside Sales, **25+ employees** improving paid applications
  - **Campaign Planning and Execution:** end to end across traditional digital & new age, **Budgets of INR 400 M**
    - **Overall Strategy:** Formulated **Channel Strategy**, **Digital Marketing Strategy**, **Social Media** and **Email/SMS Marketing**, Budget allocation, Content development, **Campaign planning** management, Storyboarding of Ads.
    - Ideated Marketing calendar & handled end to end **Media Planning & Buying** resulting in **INR 100 M saving**
    - Improved the % of Online Paid Application from **21% to 71%** and Overall Application from **73,000 to 96,000**
    - Implemented several **innovative and active lead engagement activities** to attract high quality students – Info sessions (3100 Unique attendees), Webinars (6300 Unique attendees), Campus tours (500 attendees)
  - **Marketing & Creative Direction:** Conceptualized campaigns and storyboarding across traditional and digital channel
    - Coordinated with creative and PR agencies like Ogilvy, GroupM, JWT, ESquared, Adfactors & Weber Shandwick
  - **Budget Mgmt.:** Managed Marketing Budget of **INR 400 M**, liaison with **30+** vendors & client team of **40+** employees
    - Reduced Marketing Costs by **32%**, by monitoring budgets & performance assessment of different channels
    - Facilitated savings of **INR 8 M** by negotiating the Payment terms of 15+ career portals from lead to verified lead
  - **KPIs for Performance Tracking:** Designed and finalized the various metrics for tracking and improving performance
    - **PPC Ads:** Increased Click through rates of PPC Ads by **50%**, through Search, Display & Mobile Ad campaigns
    - Conceptualized Lead scoring (**4,00,000 Leads**), Lead Retention (**13,000 Admissions**) Strategy, improved by 20%
    - **Lead Conversion:** Increased Lead gen. through portals by 2.25 times & Conversion to Application by 3 times
    - Reduced Cost per Application (CoA) by 30% and improved Conversion Rates by 28% from career portals
    - Conceptualized Email Marketing plan, improved open rates by 100% and click through rates by 50%

- **Growth strategy for a leading education player in online education market (based out of Noida)**
  - **Overall growth strategy and Opportunity Identification-** Identifying top growth areas, identifying and prioritizing product portfolio and mapping the competitive landscape of identified growth areas, voice of stakeholder surveys
  - **Go-to-market:** Formulate/executed strategy; admissions of **40,000** students, **INR 60 Crore** Revenue across 12 States
  - Enabled hiring for **600+ Sales Team** across 12 states with 6 Zonal Heads, 10 State Heads and 24 City Heads
  - **Operational efficiency improvement** – Setting up Strategic Management Office, identification of vertical-wise key performance indicators, development of business performance dashboard
  - Client has achieved significant revenue, forming a considerable portion of overall revenues, from identified products in lesser than 1 year of product launch
- **Entry strategy for a leading education player in online education market ( based out of Bangalore)**
  - **Developed Financial Model** for Edutech startup. Prepared multi-year projections of revenue, costs, margins, opex, capex & funding needs.
  - Developed market entry strategy for leading private university into edutech space; Recommended offerings, opportunity areas and business models basis mapping need-gaps in Indian online education market against University's expertise, competitive landscape in identified opportunity areas, Operating model, Financials etc.
  - Assisting online education market entry strategy & execution assistance in establishing an online education business unit
  - Org. design: Prepared org. structure, roles/responsibilities, Salary Structure in line with growth plan for first five years
- **Entry Strategy for a Leading Conglomerate into Education and Skill Development Space**
  - Developed Conceptual Blueprint covering Recommended Offerings, Target Customers, Product / Programs, Delivery model (Technology), Pricing, Collaboration (organizations / academic institutions) to arrive at the best-fit model for L&T basis inherent strengths, value proposition, alignment and ease of implementation
  - Prepare a high-level business case for shortlisted opportunities – target no of learners, revenue potential, ramp-up plan for five years
  - Conduct and present a scenario analysis - Optimistic, Realistic, and Pessimistic of the business case
  - Enumerate key organizational requirements for pursuing the opportunities as an entity / unit (such as type of entity, key organizational positions requirement etc.)
- **Recruitment Strategy Formulation, Execution & Governance for Leading University Education Player**
  - Partnerships: Enabled tie-ups with top global/Indian recruitment firms for VC, Dean, foreign faculty and nonacademic leadership positions. The firms included Perrett Laver, Society Search, Stanton Chase and EMA Partners
  - Enabled hiring for 100+ PhD faculties from top universities for the only Indian private univ. with 100% PhD faculty
  - Marketing Strategy: Formulated/executed strategy, Hiring of 100+ PhD faculty, 8 Directors & 1 Vice Chancellor
  - Campaign Planning and Execution: end to end across traditional digital & new age mediums
    - Ideated Marketing calendar & handled end to end Media Planning & Buying resulting in 100+ Successful hires
    - Placed ads in journals like Economist & conducted int'l road shows for young faculty hiring
  - Org. Design: Prepared org. structure, roles/responsibilities & high-level capability dev. model in line with growth plan
  - Policies/Statutes: Drafted Statutes in line with State Private Univ. Act; benchmarked it to top Nat'l/ Int'l universities
  - Corporate Governance: Prepared comprehensive annual report capturing university activities/progress during the AY
- **Transformation Strategy for Multiple Leading players in the Education Space**
  - Long term Strategy: Ideated 15-year strategy/ execution road map for client to win status of Institutes of Eminence.
  - Best Practices: Analyzed key sector trends & assimilated best practices to develop a strategic plan capturing the mission, vision, unique differentiators & other relevant areas to meet the needs of an Institution of Eminence
  - Strategic Blueprint: Conceptualized from scratch a Blueprint based on the defined vision and long-term outcomes
    - Translated the strategic blueprint into inputs to the implementation plan for the Institution/University

#### **NTPC Ltd.**

#### **Assistant Manger**

(Aug'12 – Jun'15)

- **Leadership:** Led team of 15+ for 500MW power generation for states of MP, Maharashtra, Gujarat and Goa
- **MTBF Improvement:** Drafted '0' tripping roadmap, increased **MTBF by 50%** and improved **efficiency by 5%**
- **Knowledge Mgmt.:** Created from scratch online KT sessions, accessible by **24000+** employees across 40+ Plants

- **Operations Mgmt.:** Supervised **20+ workers**, coordinated with **6+ departments** and liaison with **15+ Vendors** for planning & scheduling 4 annual service contracts, daily maintenance job activities, inventory and quality management
- **Cost Savings:** Saved INR 52 M worth of power; Lead Member for successful handling of 5 emergency trippings
- **Feasibility Study:** Ideated & authored feasibility study Commissioning 5MW Solar rooftopplant, INR 30 Crore Project
- **Power Saving:** Optimized the station availability by designing Integrated Frequency Monitoring System (IFMS), a Logistic Regression Predictive Model thereby increasing profits by 5% and saving of Raw materials by 10%

## EDUCATION & CERTIFICATIONS

- M.B.A **Indian Institute of Management Bangalore** | 2015-17 | **2.85/4**
- B.Tech Electrical Eng. **Indian Institute of Technology Roorkee** | 2008–12 | **6.85/10**
- Class 12, S.R. Junior college (Board of Intermediate Education) College **1<sup>st</sup> rank** | 2008 | **93.6%**
- Class 10, National High School (Board of Secondary Education) District **5<sup>th</sup> rank** | 2006 | **91.8%**
- **Project Management: Certified** in top **10%** in Project Mgmt. by Institute of Project Management Certification(IPMC)
- **Digital Marketing:** Pursuing **Masters Certification** in Digital Marketing by Simplilearn with 9+ Individual Certifications

## ACADEMIC ACHIEVEMENTS, EXTRA CURRICULARS AND OTHERS

- **Encore Awards (Top 5%)** Performance for 3 consecutive quarters, Annual Performance Management system, KPMG
- **Super Team Awards (Top 5%)** Performance on a special project, Annual Performance Management System, KPMG
- **GM Meritorious Award (20/700+),** Highest recognition at project level for exemplary operational innovation, NTPC
- **Awarded Outstanding (top 5% employees)** for 2 consecutive years, Annual Performance Management system, NTPC
- **Runners-up (1/40+) Western Regional professional circle Meet,** Feasibility study of solar rooftop power plant, NTPC