

# RAJESH RAMAKRISHNAN

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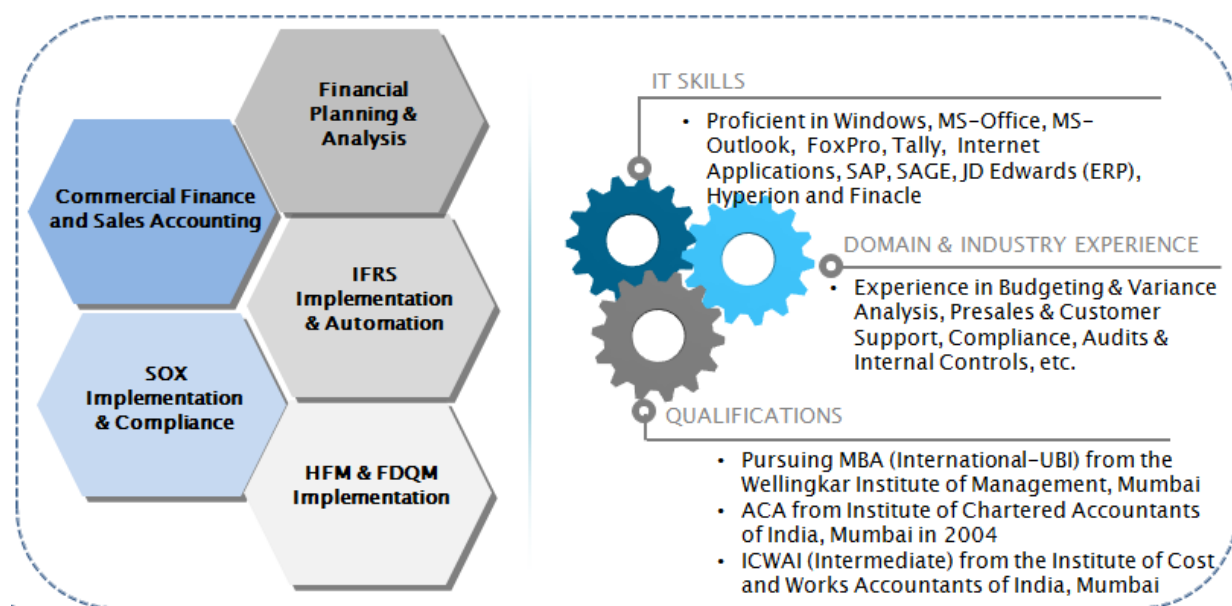


A dynamic, achievement driven **Senior Management professional** ; enterprising leader with a solid record of contributions leading to lowered risk, heightened productivity and enhanced internal controls. At ease with budgetary challenges, deadlines and high pressure situations. Strong ability to influence thinking, forge strategic alliances and build consensus.

## Abridgement

**Executive Leadership**  
**Business Control & Risk Management**  
**Financial Planning & Analysis**  
**Finance Control & MIS Management**  
**Commercial Management & Credit Control**  
**IFRS Implementation & Reporting**  
**Business Valuation & Financial Modelling**  
**SAP & ERP implementations**  
**Compliance, Internal Controls & Audits**  
**M&A Activities**  
**High level Corporate Planning, Budgeting and Reporting**  
**Project Management and Presales**  
**Strategic & Operational Financial Management**  
**SOX Implementation & Compliance**  
**Treasury & Fund Management**  
**Transfer pricing and Tax Planning**  
**US GAAP and UK GAAP**

- ❖ A result-oriented professional offering more than 15 years of experience
- ❖ A keen analyst with active role in business operations providing strategic and commercial advise in evaluating new opportunities and analyzing current activities providing tactical business solutions
- ❖ Pioneer in the **design & delivery of innovative financial assignments, transformations / transitions, conversions, automations, strategic planning, financial consolidations**; leader in facilitating change, **improvisations** through redesign of internal operating and business processes, systems implementation, improvements (**CFO solutions**)
- ❖ Proficient in providing technical research analysis and practical solutions in applying various pronouncements in relation to **IFRS, USGAAP, UKGAAP, Singapore Financial Reporting Standards**, etc
- ❖ Expert in finance functions including maintenance & monitoring of **monthly closure & finalisation of accounts, group consolidations (Legal & MIS)**, working capital management, **Multi-GAAP analysis**, profit monitoring and building internal financial controls
- ❖ Expertise in analysing existing systems and procedures, preparing business development plans, designing **internal control** systems, facilitating effective decision-making, advising on **business restructuring, developing effective MIS Reports**
- ❖ A proactive leader with proficiency in financial planning, designing and implementing systems for exercising greater control and management
- ❖ In-depth knowledge of **auditing** procedures ensuring compliance to statutory rule and regulations, **system audits**
- ❖ Possess exceptional negotiation and relationship management skills and abilities in liaising with **Financial Institutions/Banks** as well as other external agencies
- ❖ **Effectively Handled High scale, End to End Finance Transformation Projects for Group Consolidation, Business Planning, Strategy under SAP BPC/S4 HANA, Hyperion(HFM, FDQM, Hyperion Planning, HPCM)**



## Key Result Areas:

### Strategic and Operational Financial Management

- Heading finance functions involving determining financial objectives, designing & implementing systems, policies & procedures to facilitate internal financial control
- **Formulating and aligning** business plans / strategies for maximizing the profitability & revenue generation & realise organizational goals
- Performing financial analysis, **modelling** and formulating financial plans & strategies for achieving macro level objectives of business
- Establishing corporate goals, short term/long term budgets and designing business plans/strategies, **based on industry specific drivers** for maximizing profitability and realising corporate goals
- Devising operational matrices with other business & operational groups for effective management and control
- Managing smoothly the entire F&A operations, high level interactions with the business stakeholders, **shared services** personnel, devising KPIs, business **metrics**, reviewing **reconciliations**, overseeing the **SLAs**, **advising on process improvements at the high level**
- Efficiently overseeing the **commercial functions** in relation to credit control, **inventory management**, **pricing**, **cost management**, evaluation of vendors, debtors control, **stock monitoring**, market research, improving productivity of divisions & **operational MIS**

### Financial Reporting, Analysis

- Performing analytical financial review of operations of the company
- Handling the **high level consolidation** and financial reporting process, budgeting, forecasting and management reporting. Supervising the team in relation to monthly closures, audits and other related special projects, suggesting improvements for smooth functioning of the processes
- Ensuring that the financial information is presented clearly, consistently, accurately, on time and as per set norms, policies, laws (**IGAAP, USGAAP, IFRS, Companies Act**, etc)
- Assessing and understanding key business issues behind the numbers and providing clear, concise and timely analysis & recommendations for the same
- **Effective monitoring the Month close activities in terms of GL, review of important accounts/ledgers, Hyperion or SAP load of balances, LOB wise reporting, review of reconciliations (USGAAP, IGAAP)**
- Implementing Management systems like **Balance Score Card, BI Tools** for advanced multidimensional analysis

### IFRS / Ind AS Implementation & Automation

- Controlling and monitoring exclusively, the complete IFRS/ IndAS implementation and automation (**IFRS Engine**) exercise, conducting effective presentations, lectures
- Effectively identifying the core differences between IGAAP, IFRS and **USGAAP**, re-define the accounting policies , lead and guide the team in relation to revision of the systems, practically implementing the differences, provision-wise, drafting the revised notes, drawing the reconciliations, etc
- Effectively conversing and exchanging views with the Sr. Management personnel, business users, technical personnel, in relation to application of exemptions, system controls, conversion and practical application of specific IFRS provisions in the industry scenario
- Preparing and finalising the manuals, **case studies**, documents, test scenarios for the implementation exercise
- **Leading the team towards in-depth analysis and application of pronouncements in relation to various GAAPs, performing and analysing fair valuations**

## Accounts and Audits

- Ensuring on time local and group reporting to the parent company
- Commencing and realizing Management Information Systems for timely reporting of financial & management statements on a periodic basis with accuracy
- Supervising implementation and maintenance of accounting records in ERP (SAP, Oracle, JDE, Scala)
- **Effectively monitoring the revenue recognition numbers as per the policies aligned, regular review of the contracts, Capex monitoring**
- **Reviewing compliance to the accounting systems & procedures in place, supervising the timely preparation of statutory books of accounts and finalization of year-end financial statements, ensure and overview the end to end reporting activities, entity level compliances**
- Maintaining and improving service levels for internal & external customers
- **Interacting and co-ordinating effectively with Annual Statutory, Internal, Corporate Auditors**
- Evaluating the adequacy of internal control systems and procedures in order to evaluate the shortcomings and implementing necessary recommendations
- Develop and review organisational policies, controls, improvise the documentation and standardise **SOPs**

## Business Control & Risk Management

- Developing Budgeting Process; formulating annual budgets and carrying out **Variance Analysis** to determine difference between **projected & actual results** and thereafter implementing corrective actions for the same.
- Formulating & supervising the preparation of MIS reports on financial performance, viz. monthly profitability, turnover and quarterly result as per requirement of the Business
- Inventing systems of **Costing, Cost Management, Product Pricing** and Margin Monitoring
- Creating appropriate Business Transaction Plans/Contracts for Products, services and total solutions.
- Ensuring control over **Profit & Loss Account/Income Statement**.
- Designing, implementing & overviewing:
  - **Sarbanes Oxley (SOX) - testing, compliance reviews (sections 302, 404)**
  - **Internal Financial Controls (IFC) - testing , compliance reviews**
  - **Operation manual and SOPs, Internal Audits, Process reviews, system audits**
  - Balance Score Card
- Defining and monitoring **KRAs** and **KPIs**
- Ensuring effective monitoring of the **SLAs** and tracking the overall adherence to the same
- Ensuring and improvising on the Entity level control, effective integrations, ensuring process controls and testing across major business processes (**OTC, PTP, RTR**), implementing and testing **ITGC, Application controls (COSO)**
- Responsible for identifying & defining **risks** in processes, sub-processes & activities, development & review of process flowcharts & **risk control matrix, conduct SOX based testing phase-wise**, identifying design deficiencies and suggesting remediation plans to the management
- Performed **system audits**, audits in relation to IT, business controls automation, spread sheet testing, financial controls, risk consulting, setting up of internal controls for financial reporting,

## EPM solutions - implementation and support (SAP BPC/S4 HANA, Hyperion – HFM, Hyperion Planning, PBCS)

- Effectively leading and monitoring the complete process of High level automation (finance transformations) of the financial reporting (process), including the legal and management consolidations, business planning, budgeting and forecasting process
- Interacting **with CFOs** and the finance leads and understanding the current pain-points of functioning, suggesting and implementing more standardised, secured and **improved solutions**, as per the recent updated tools available in the market
- Conduct product trainings and effective presentations to the end users and senior management
- Monitoring the systems integrations between source ERP systems and the EPM Reporting systems
- **Leading end to end Project Delivery in terms of business requirements, solution design, testing, reviewing SLAs,**
- Managing **Presales, Proposals**, sourcing prospects, product presentations

## M&A activities

- Carrying out **Due Diligence** Studies, feasibility studies, Risk Management for Mergers and Acquisitions
- Establishing competitive advantage in potential M&A partners/business/products and services specifically w.r.t. Economies of Scale and Economies of Scope.
- Incorporating and aligning business processes post M&A
- Participating actively in M&A auction processes including analysis and review of offering materials, valuation modelling, coordination of due diligence, contract negotiation and integration preparation
- Performing and Analysing **Business Valuations**, analysing financial models, reports, conducting deal reviews
- Advising on **Business Restructuring**, investment structuring, finance & funding
- Organizing due diligence exercise to provide information & insight on the operations of a buy-out, take-over, risks of a transaction, value at which a transaction should be undertaken and warranties/indemnities that should be obtained from the vendor

## Treasury and Fund Management

- Overseeing the inflow & outflow of funds and ensuring optimum utilisation of available **funds** to accomplish organisational goals
- Coordinating with **banks and financial institutions** for funded and non-funded based facilities at competitive terms and thereby ensuring smooth & effective banking including consortium banking
- Formulating and implementing plans to reduce external funds and become self funded
- Designing matrices for **cash inflow** increase and converting them into KPIs
- Overseeing **working capital**, monitoring the submissions to the Bank authorities in terms of CMA Data, projections, project plan
- Managing the overall **Corporate Finance & Treasury** functions including intercorporate investments, **forex**, evaluating forwards, rates, **reconciliations**, etc

## Statutory, Regulatory and Tax Compliances, Transfer pricing

- Ensuring the computations, **filing** and payment of tax (direct & indirect) as per the applicable norms
- Handling **litigations** for both Direct and Indirect Taxation
- Advising on **GST Transitions**, implementations, computations, filings, **audits**, pertaining to various industries
- Drafting and preparing the transfer pricing documentation, updating existing documentation for prior years and preparing new **transfer pricing** studies as required, preparing submissions and representing before the tax authorities for transfer pricing assessments
- Ensuring compliance of **SEBI** regulations, Direct Tax (Income Tax and TDS/**Withholding Tax**), **Tax Audits (Form 3CD)**, **FEMA** regulations, Transfer pricing and PE issues, Companies Act, DTAA, **SEC reporting**, FCPA, **RBI** regulations, STPI, etc
- Advising on practical applications on **recent developments** in **International Taxation (BEPS, MLI, Treaty agreements)**, Transfer pricing arena (Domestic implications, international transactions, effects

## Experience Chronology

July'15 till date Presently functioning as a private freelancer / Consultant

Mar'14 to Mar'15 On a break - due to personal (family) reasons

Jul' 13 to Feb'14 PWC, Mumbai as Principal Consultant



**Main Responsibilities :** *Implementing Financial Consolidation and Business Planning projects under SAP BPC (domain), preparing and presenting pre-sales proposals, ensuring client satisfaction & smooth flow of operations, IFRS implementation, reporting, project management, systems integration, systems audit and controls, monitoring and engaging in product training at client location.*

## Previous Experience

Dec'11 to May'13 CSC India Pvt Ltd., Andheri, Mumbai as Associate Manager



Nov'09 to Aug'11 Essar Group, BKC, Mumbai, as Senior Consultant, Finance Transformation



Nov'08 to Oct'09 Johnson Controls, Inc., Mumbai Andheri as Deputy Manager, Financial Planning & Analysis



Apr'08 to Oct'08 Forbes & Company Ltd., Mumbai Andheri as Deputy Manager (Corporate Accounts)



Oct'06 to Apr'08 ICICI Bank, BKC Mumbai as Assistant Manager (SOX Compliance, Financial Reporting, credit)



May'06 to Oct'06 Universal Music Group, Bandra, Mumbai as Manager Finance



Nov'05 to May'06 Siemens Ltd., Worli, Mumbai as Commercial Manager (Junior)



Jun'05 to Oct'05 Gold-Shield Group, Andheri, Mumbai as Senior-Executive (Finance)



Sep'04 to May'05

Cadila Pharmaceuticals Ltd., Andheri, Mumbai as  
Commercial Executive



#### Educational brief

- **ACA from Institute of Chartered Accountants of India**, Mumbai in 2004
- **ICWAI (I)** from the Institute of Cost and Works Accountants of India, in 1996
- B. Com. from SIWS N.R. Swamy College of Commerce & Economics, Mumbai with **62.83%** in 1994



**IT Skills:** Proficient in Windows, MS-Office, MS-Outlook, Foxpro, Tally, Internet Applications, **SAP** (BPC, FICO, BW, HANA), SAGE, JD Edwards (ERP), Scala, **Hyperion**, Finacle, **Microsoft Power BI**, **Power Query**, ETL Tools – ODI, BW, FDQM

#### Notable Accomplishments

- Recognized by the client (Vietnam-based) for successful completion of the **SAP BPC project** (Finance Consolidation - end to end), and received award along with a certificate & memento for the same; highly appreciated by the higher management for introducing and building business consolidation and planning models
- Appreciated and recognized on several occasions for recommending suggestions in terms of **improvements in processes, documentations, systems, controls**, etc, from the team, senior management and business users
- Effectively functioned as a team lead for implementation of **IFRS** and **HFM, FDQM** (system integration and group consolidations)
- Dexterously initiated and executed several value added reports which eased and improved the functioning of the organisation. Also managed the complete taxation and transfer pricing matters individually
- Acted as Functional lead for comprehensive on-site financial assignments based in South East (**Vietnam, Singapore**) & Middle-East - **Dubai (Hyperion Planning project)**
- Recognised as a person with high intelligence and analytical capacity during various training sessions
- Served as Project Leader for implementing SOX and rated as the best SOX complied region in the whole Asia – Pacific Region by the SOX Auditors (Processes involved – Order to Cash, Purchase to Pay, **Record to Report, Payroll**, Treasury, Inventory, General & Application controls, ITGC Controls (**COSO framework**))
- Deftly initiated adequate process studies and documentations, including appropriate SOX Testing Compliance, RCMS, and influenced the team in successful implementation of the same
- Efficiently implemented **IFRS** and was recommended for an **award** for technical brilliance
- Bagged many applauses and appreciations from the Vice- President for developing and presenting, analytical MIS **reports** relating to the performance of the divisions, **revenue leakages, benchmarking and industrial research**

#### Updatations, Recent Activities

- Keeping abreast of the recent proposed changes in the Indian economy - GST, Ind-AS, Companies Act, IFC, etc
- Updated on the current developments in the global scenario in terms of **IFRS**, USGAAP, **SOX (COSO)**, **SAP S4 HANA**, internal controls
- **Industry specific analysis and applications on the recent developments : IFRS & Ind AS, GST, Transfer pricing, Tax planning, Transformations (Robotics, Block chain, Data Analytics), Company Law, FEMA, IFC**

#### Articleship Training & Other Special Assignments

Sharp & Tannan Chartered Accountants, Mumbai

- Worked with reputed Companies like **Larsen & Toubro Ltd., Crompton Greaves Ltd., German Remedies**, etc.
- Handles various assignments in relation to statutory audits, tax audits, special assignments, internal audits, etc
- Worked with **ICI India Ltd, MTNL**, Rakesh Upadhyaya & Co., Mumbai and Hitesh Shah & Associates, Mumbai (CA Firms) on special Assignments

#### Extracurricular Engagements/ Academic Accolades

- Actively took part in various events such as Music, Elocution Competition, Drama, Geeta Recitation, etc. and **received several certificates & awards** for the same
- Recognized as the **Best Artist & Best Student** during school days

**Certification : KPMG Certification–International Financial Reporting Standards**

