

*Senior managerial assignments in Strategic Management, Risk Analysis & Assessment, Business Development
Risk Mitigation & Control and Recovery Management with a reputed organisation.*

PROFESSIONAL SYNOPSIS

DOMAIN SKILLS:

Experienced in increasing revenues, Portfolio Management, P&L Driver and Revenue Accelerator, Strategist with Career success in Delivering Solutions, Developing profitable and productive business relationships, Fraud and Risk Management.

WORK STYLE:

Track record of enthusiastic leadership and achievement in all assignments; consistently promoted to positions of increasing responsibility. Expertise in determining company's mission & strategic direction as conveyed through policies & corporate objectives.

Present Assignment - National Collection Head for Poonawalla Fincorp Ltd

Roles Managed -

Zonal Collection Head - 2008 till 2011

National Collection Head 0 to 30 - 2011 till 2015

Quality Assurance and Control - 2015 - August 2016

Business Head - East - 2016 till April 2020

National Collection Head 0 to 90 - Till date

- ✓ Keep Roll Rates and Collection Efficiency as per Targets
- ✓ Overseeing business development operations; accountable for increasing profitability and achieving business objectives within budgeted parameters. Formulating business plan for development and growth of the organisation. Steering wide spectrum of business directions, ensuring profitability in line with organisational objectives.
- ✓ Understanding of Rural Markets in terms of Potential at a Product level and Channel Distribution
- ✓ A planner with expertise in leading teams for running process operations & experience of developing procedures, service standards for business excellence.
- ✓ A result oriented leader with proven expertise in leading delinquent accounts, recovery planning, effectuating Collection policies, managing wide risks and implementing mechanisms to mitigate risks.
- ✓ Proficient in managing day-to-day operations of the collection process to ensure the highest quality of customer collection services.
- ✓ Review Rigor , Execution Excellence ,Training & motivating towards quality deliverables in the market. Providing direction, motivation & training to Business Team for ensuring optimum performance and enhancing their professional and soft skills.
- ✓ Proficient in managing Revenue Assurance function entailing Collection Assessment & Control, Fraud Management and Statutory Compliances.
- ✓ Demonstrated skills in team supervision and relationship management as well as exceptional communication abilities to cut across the organizational levels and accomplish targets.

Core Competencies

Collection Management / Control

- ✓ Team leader who effectively meets goals through strong leadership, interpersonal communication, and analytical abilities. Proven skills in breaking new avenues & driving revenue growth and proactively conducting opportunity analysis by keeping abreast of market trends/ competitor moves to achieve market-share metrics.
- ✓ Heading the overall risk operations involving determining organizational objectives, designing & implementing systems, policies & procedures to facilitate internal control.

- ✓ Formulating pre-planned developmental strategies for achievement of goals and targets by identifying & developing new avenues for long term growth.
- ✓ Managing overall Market Risk, Credit Risk & Operations Risk, involved in collection assessment, internal/ external Audit as well as monitoring mitigants & portfolio Trends.
- ✓ Devising and effectuating Collection policies & managing wide Collection and implementing effective mechanisms to mitigate the same.
- ✓ Reviewing all agency audits, agency Files, trail gap report and corrective actions, cost of collection location wise, bounce MIS and check for trends, etc.

Business Strategy

- ✓ Designing and implement collection strategy, techniques and procedures for front-end, mid-range and hard-core collections.
- ✓ Branch and Product Categorization and Strategize for overall Portfolio growth
- ✓ Strategize on Higher Fee based Income / ODI / Insurance to increase Bottom line
- ✓ Reviewing the collections strategy regularly and ensuring that the collection techniques change with the change in the legal and economic situation.
- ✓ Analyzing the delinquency reports and monitoring the trends in collections by referring to concerned areas & profile patterns and feedback.
- ✓ Handled high value fraud cases / defaulters / insolvent clients and initiating appropriate legal actions against them by liaising with CPA, Lawyer and Valuer etc.

Team Management

- ✓ Leading & monitoring the performance of team members to ensure efficiency in operations and meeting of individual & group targets.
- ✓ Imparting training to agencies & in-house team to implement audit norms and policies as per guidelines and ensuring strict adherence to various norms.
- ✓ Managing Appraisal process across the levels and establishing framework for substantiating Performance Appraisal system linked to Reward Management.
- ✓ Setting targets and defining the KRA's of the team.

Present Roles & Responsibilities

National Collection Head 0 to 90 DPD Quality Assurance and Control

Collection Job Responsibilities

- ❖ Responsible to manage the major product Like Home Loan, Auto Lease, ME, Strategic CE, CE, CV, SUV (Re-finance) , Car, Tractor
- ❖ Operationally responsible for across the product collections with alive portfolio consisting of more than 2 lac contracts with an annual monthly billing of 4000 Cr.
- ❖ Managing a team of 1508 resources (20 SHs, 125-FTL,-OPS TL,261 Tele Calling Executives & 900 Field Executives) through a team of 5 Zonal Heads.
- ❖ Formulating strategies and providing tools through Input Parameters to enhance Effectiveness and Collection Output
- ❖ Initiated Standardized MIS for monitoring and planning collections across buckets.
- ❖ Key member in setting up YTD loss numbers, COC & CAP plan.
- ❖ Ensured Vintage cases is properly allocated and review work flow of Legal proceeding.
- ❖ Handled arbitration process.
- ❖ Managed a team doing repossessions to the tune of 1000 assets per month
- ❖ Launched the demand legal notice drive against recovery customers.
- ❖ Monitored the process of selecting appropriate police station to execute Sec-9, 17,138 & 156.
- ❖ Monitored Open/On line auction for entire repo or court attachment properties.
- ❖ Imparting collection audit Internal & external Audit and make sure their queries is resolved without any discrepancies.
- ❖ Cost Management- optimizing the current level of performance & by ensuring Zero tolerance to revenue leakages.

Previous Assignments

Oct`06- Jan'08

Assistant Vice President, SREI Infrastructure Finance Ltd.

Primarily responsible- for implementing strategies across locations (pan-India) for optimizing receivables through tele-calling & Field collection net work

Setting up call centers across regions & putting infrastructure in place for facilitating a strong & result oriented tele calling set up especially at soft buckets.

Monitoring of the entire tele calling process; through various tools starting from productivity measurements, TAT achievements to target-deliverables.

Imparting training & lending help to the team for optimum result, especially at building up greater customer relationship through best of the customer service at high tickets

Special focus on soft buckets - to devise various strategies for reducing the front end stock size & forward flows to higher buckets.

Cost Management while ensuring optimum results through effective people management & people positioning.

Continuous portfolio & product segment wise analysis, sharing the results with the Management for future product & Business development.

NPA Management for the entire country.

Nov'01 - Sep'06 as Assistant Vice President (NCM), CitiFinancial CFI Ltd (Citi Group).

Incharge of Country's Collection for Sales Finance (Consumer Durables/TW) and Auto Portfolio. Prior to this was Regional Collections Head for Eastern India in Personal Loans and Sales Finance (5 States)
Responsible for overall Delinquencies and loss rates across 300 locations with ANR of 650 crores.
Collection agency management and capacity planning (A strong net work of 300 collection agencies across PAN INDIA)
Formulation of Policies and Collections Strategies with guidelines of Citigroup in accordance with CPV and FCU unit.
Collection cost analysis
Audit and legal formalities
Encourage direct reports to continuously review procedure and systems and make recommendation for continuous improvement

❖ Project Worked	Tenure
a. Collection cost	3 Months
b. W/Off Collections	3 Months

❖ Achievements

Awarded the best Region for lowest delinquencies and losses, in the entire country for the year 2002-2003 & 2004-2005
Joined Citi Financial as Manager - Collections and got promoted to be Sr Manager then to AVP and currently managing National Portfolio in brief stint of 4.5 years .

Sep'2000- Nov'2001 UT World Wide
Asst.Manager- Credit Control.

TNT India Ltd.

April 1996 – August 2000

Credit Control Executive

Kolkata, West Bengal

1. Monitor compliance with payment term discipline and ensure the exceptional payment terms are appropriately authorized
2. Debtors management and regular interaction with client for speedy recovery of the outstanding dues
3. Proactively assessing client intentions and financial soundness of the client, through various apparent and market report and advise RFM/RM regarding needs to withdraw credit facilities.
4. Encourage direct reports to continuously review procedures and systems and make recommendations for continuous improvement
5. Advise accounts which requires higher level credit check

Achievements :-

Awarded the best credit controller in Asia Pacific Region
Received Employee of the month award for best collection.

DHL Worldwide Express

March 1995 – March 1996

Credit Control Executive

Kolkata, West Bengal

Debtors Management and regular interaction with the client for speedy recovery of the outstanding dues

Education Highlights

Calcutta University – (Ashutosh College)

September 1995

Graduate in Science

Kolkata, West Bengal

PERSONAL DETAILS

Date of Birth : 16th August 1973

Languages Known : English, Hindi, Bengali, Malayalam

Permanent Address : South City Garden, Tower - 1 , Flat - 5H ; KOLKATA - 53

(Ajit Krishnan)