

VIKAS SETH

Chief Product & Technology Officer | Strategic Leader

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EXECUTIVE PROFILE

Distinguished technology executive with **24+ years** of transformative leadership in product & engineering and AI across global markets. Proven architect of high-growth product organizations, driving **multi x revenue expansion** and successful exits in PE-backed environments. Expert in leveraging AI-driven innovation, scaling SaaS platforms, and orchestrating complex M&A integrations across B2B SaaS domains.

Core Competencies:

- AI-Powered Product Innovation & Strategy
- Driving Product Operating Model
- Operating in Multi Geo and Multi Cultural Environment with Teams Spreadout at Different Locations
- M&A Due Diligence & Post-Merger Integration
- Global Team Leadership & Organizational Transformation
- B2B/B2C/B2B2C Business Model Expertise
- Platform Architecture & Microservices Strategy

EXECUTIVE EDUCATION

Master of Business Administration (MBA) | *Technology Management & Strategy*
Indian Institute of Management Bangalore | 2003 – 2005
Premier business school, ranked #2 in India

Bachelor of Technology (Engineering)
G.B. Pant University of Agriculture & Technology | 1994 – 1998

EXECUTIVE LEADERSHIP EXPERIENCE

ARIS GmbH | *Germany (Private Equity Backed)*

Chief Product Officer | *June 2024 – Present (short term assignment)*

Engaged as strategic advisor to guide organizational transformation following divestiture from Software AG, partnering with leading PE on critical restructuring initiatives.

Strategic Initiatives:

- Conducted comprehensive resource assessment and organizational design, identifying critical talent gaps and competency requirements
 - Spearheading executive recruitment for senior product and tech leadership positions
 - Architecting and implementing OKR framework and modern Product Operating Model
 - Defined commercial product strategy with emphasis on LLM & **Agentic AI** capabilities to future-proof platform scalability
 - Delivered strategic presentations to board of directors on transformation roadmap and execution milestones
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IDNOW GmbH | *Germany (Private Equity Backed)*

Chief Product Officer | *2018 – 2025*

Served as executive leader driving product vision, technical strategy, and organizational excellence for leading digital identity, risk and fraud platform. Member of executive management team shaping company-wide strategic direction.

Strategic Leadership:

- Built and scaled world-class product and technology organization, establishing senior management structure and empowering high-performing teams across multiple geographies
- Built and executed on cloud migration strategy with best in class dev ops processes
- Architected long-term product vision and product & technology strategy driven by AI/ML, positioning IDnow platform for exponential growth
- Served as strategic advisor to board on product innovation, market expansion, and competitive positioning
- Led executive M&A activities including due diligence and post-merger integration of three companies, unifying people, culture, and technology platforms

Financial & Operational Excellence:

- Managed product & Tech, CapEx, and OpEx budgets with full accountability
- Delivered exceptional product quality driving customer satisfaction and retention
- Setup new development centers

Transformational Achievements:

- **Instrumental in securing major funding** from leading US private equity firm
 - **Delivered multi-exponential revenue growth over 6 years**
 - **Successfully orchestrated exit transaction**, maximizing shareholder value
 - Launched market-leading products: *AutoIdent, NFC, EID, AML Monitoring (PEP, Sanctions, Adverse Media), eSigns AI/QES, MyIDnow*
 - Transformed conceptual "IDnow platform" into production-grade, scalable infrastructure
 - Championed culture transformation and values-driven organizational development
 - Established strategic global partnerships accelerating product development capabilities
 - **Integrated 3 acquired companies** into unified operating model
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AVIRA OPERATIONS GmbH & CO. KG | *Germany (Acquired by PE, 50M+ Users)*

Business Unit Head & Director of Product Management & Engineering | 2015 –2018

Led Avira Platform business unit with full P&L responsibility, managing cross-functional teams across engineering, product management, UX, and localization.

Executive Responsibilities:

- Owned business unit P&L and annual budgeting process
- Defined and executed technology strategy and product vision for microservices-based platform
- Drove cross-platform strategy spanning Web, Windows, Mac, and Mobile ecosystems
- Negotiated and managed strategic technical and commercial partnerships
- Delivered quarterly business reviews and KPI reporting to CEO and board of directors
- Optimized user acquisition, retention, and revenue growth through Connect platform
- Managed enterprise subscription licensing across entire Avira product portfolio
- Collaborated with executive peers across sales, analytics, finance, and business units

AVG TECHNOLOGIES | *Prague, Czech Republic (IPO, 200M+ Active Users)*

Director of Product Management & Product Marketing | 2011 –2015

Drove product strategy and go-to-market execution for cloud-based IT security and managed services portfolio, serving SME and MSP markets globally.

Strategic Accomplishments:

- **Conceptualized and launched "CloudCare"**, innovative pay-as-you-go SaaS platform
- Led product due diligence and post-merger integration for multiple three acquisitions
- Managed comprehensive cloud product portfolio: IT security, RMM, help desk, and managed services
- Directed development of proprietary SaaS billing and payment gateway infrastructure
- Orchestrated **technology platform migration** from legacy systems to modern cloud architecture
- Drove cross-functional collaboration across engineering, sales, marketing, and customer success
- Established customer advisory councils and reported executive KPIs to C-suite

RSA (Security Division of EMC) | *Boston & Bangalore*

Principal Product Manager | 2008 –2011

Led product management for enterprise security solutions within EMC's security division, driving product innovation and market expansion.

Key Contributions:

- Successfully launched "ESI" product and owned strategic product roadmap for SIEM product
- Implemented agile/scrum methodologies, accelerating time-to-market
- Partnered with engineering, UX, and QA teams to prioritize requirements and optimize quality
- Developed 3-5 year strategic product vision
- Supported go-to-market teams in product positioning and sales enablement

HONEYWELL | Bangalore & Minneapolis

Engineering Manager | December 2000 – June 2008

Drove product innovation for building automation systems, establishing product development frameworks and customer-centric processes.

Notable Achievements:

- Led the team of engineers
 - Developed and launched "**OpenViewNet**" for building automation systems
 - Pioneered New Service Development initiative and implemented NPD process
 - Gathered and synthesized customer requirements from global field offices
 - Established product management best practices and customer feedback loops
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PROFESSIONAL CERTIFICATIONS

- **Certified Product Manager** – Pragmatic Marketing, Arizona
 - **Project Management Professional (PMP)** – Project Management Institute
 - **Six Sigma Green Belt Certified**
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EXECUTIVE DEVELOPMENT

- Product Management Excellence – Pragmatic Marketing, Arizona
 - Project Management for Senior Leaders
 - Requirements Engineering
 - Design for Six Sigma (DFSS) – Phases I, II, III
 - MMI Usability Requirement Methodology
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HONORS & RECOGNITION

- **Global Peak Award** – AVG Technologies
 - **Honeywell Global Technical Excellence Award**
 - **Honeywell Bravo Award**
 - **Customer Award** – Instant Alert Program Management
 - **Individual Excellence Award**
 - **Team Excellence Award**
 - Multiple Partner Recognition Awards
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LEADERSHIP PHILOSOPHY

Committed to building world-class products through organizational excellence, cultural transformation, and customer-centric innovation. Expert in navigating complex multi-cultural environments across India, USA, Czech Republic, Romania, and Germany, leveraging diversity as a competitive advantage.