

NAGARAJ NAYAK

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PROFILE

Profit-minded global HR leader and delivery head, with a record of leveraging the HR function to fuel rapid expansion and revenue increases for fast-growing startups (several of which have become global leaders in their industries). Known for collaboratively shaping company roadmaps and decision-making, growing productivity and service levels by strategically driving data integrity, analytics and automation. Experience in controlling cash-burn for global firms. Recipient of World HR Board Fellowship, SHRM-SCP designated, and trained in the Harvard Executive Development Program for Global Business Leadership.

CORE STRENGTHS –

Strategic Global HR	Global Talent Acquisitions	Coaching & Leadership Development
HR Policy / Process Design	P&L / Budget Management	Retention & Succession Planning
Talent Management	HR Analytics & Automation	Employee Relations Strategy
Change Management	Performance Management	Global Workforce Development Programs
Mergers & Acquisitions	Organizational Development	Global Mobility Initiatives

HIGHLIGHTS

- Played key role in growth of 5 successful technology product companies / digital startups across all stages – building from scratch through scaling up to worldwide operations
- Drove rapid growth of employee bases –built companies from 10 to 4000+ (organically via aggressive talent acquisition, and externally via integration of international acquisitions, including two takeovers)
- Managed seamless HR integration through 10 acquisitions of IT product companies worldwide
- Built employee strategy that led to Top 15 Best Employers List (Geometric Software)
- Slashed enterprise OpEx by leading Global Task Force in successful transition from 65% of product development in US to 60% in India (Mavenir & Arcot)
- Served on the India Board of Directors, overseeing Finance, Legal, CorpComm, Global Mobility, Facilities & HR for the APAC region (Mavenir)
- Sustained attrition rate of less than 10% in almost every company (compared to average industry attrition of 19-22%) – by leading employee experience programs implemented worldwide
- Serve on the strategic leadership mentoring Board for 2 Venture Capitalists firms

EXPERIENCE

ARISGLOBAL SOFTWARE | India

Senior Director Human Resources (Global) | Dec 2016 – Present

As part of senior Global Leadership Team, collaborate with other business heads to refine enterprise strategy and build international HR roadmap for fast-growing company with 1200+ employees in India, US, UK, Belgium, Japan, Germany, and clients worldwide. With a team of 23 staff, shape HR strategy specifically to make ArisGlobal a 'learning organization,' which has helped the company drive continuous transformation and substantially increased employee engagement. Drive a keen focus on data integrity, data capture strategy, analytics & automation, resulting in improved business decisions and higher productivity in resource utilization, acquisition, talent management & shared services.

- Grew ESAT & CSAT scores 30+% in a single year by launching internal LMS that skyrocketed employee training participation – top modules now rolled out as fee-based client service
- Further boosted ESAT by embedding data analytics into HR employee experience practices
- Delivered 40% reduction in costs while increasing service levels by standardizing processes and introducing automation tools like Robotic Process Automation (RPA)

MAVENIR SYSTEMS (NYSE: MVNR) | India & Singapore**India Board of Directors | Mar 2012 – Nov 2016****Senior Director Human Resources | Jan 2013 – Nov 2016****Director Human Resources | Jan 2012 – Dec 2012**

As a part of the Global Leadership Team and the India Board of Directors, reported to CFO and VP HR, with oversight for APAC regional, Finance, CorpComm, Facilities, Global Mobility & Legal. Served as HR Strategic Partner, teaming with leadership to drive business growth and profit agendas by tying HR strategy tightly to company goals. Coached VPs and Business Unit Heads in US, Europe & APAC on managing their organizations in a highly matrixed, relationship-driven environment (insights on people, succession planning, organizational issues). Coached APAC HR on global hiring, employee relations, employee engagement, performance management, succession planning, change management. Oversaw worldwide Total Rewards Program, C&B Benchmarking, Analysis & Planning. Worked with Global HR on strategy, policies, processes, metrics and systems. Implemented ESOP & ESPP modules.

- Built HR from scratch to a strong and scalable unit using automation & analytics, through multiple maturity levels, focusing on employee experience
- Handled seamless increase in highly skilled staff (70 to 1400+) & evolved the HR function across 10 global APAC-based SBUs (in India, Singapore, Malaysia, Indonesia, Thailand, Australia)
- Expanded our future leader pool 25% by introducing the company's 1st targeted leadership development programs
- Slashed worldwide travel costs by 40% with global mobility program
- Reduced attrition rate 50%+ (from 20% to <10%) YOY by strong engagement, recognition & retention practices
- Built global HR strategy for 4 acquisitions – financial impact and negotiations with BU leaders on redeployment, severance, settlement agreements, legal compliance
- Headed task force that profitably transitioned work streams of acquired company business units across the globe to India
- Substantially increased organizational capability with Leadership Development initiatives that transformed overall culture to 'continuous learning' while maintaining a 'startup spirit'

FLATWORLD LABS PVT. LTD & NABLER | US & India**VP Human Resources & Delivery Head | May 2010 to Dec 2011**

Held dual role reporting to the CEO – Delivery Head & HR Head for Nabler (India), and VP of HR for Flatworld Labs (US & India), overseeing HR for 500 employees. Responsible for scaling up & training programs focusing on acquiring branded customers & higher billing rates. Served as a sounding board and advisor to CEO and whole Executive Team, creating development plans, executive coaching and mentoring. Managed end-to-end employee lifecycle from talent acquisition to exit.

- As Nabler's Delivery Head, played a major role in growing both revenues and company value – a substantial increase, from 5-8\$ per hour billing range to 50-65\$ per hour
- Set up & led the HR function from scratch
- Delivered same-week succession (vs 60 to 90-day norm) by building robust talent pipelines and onboarding plan
- Credited with enabling wins of major customers and deals that led to new funding rounds
- Brought in Advisory Board members as well as mentors for the CXO level
- Restructured operations to successfully position company for acquisition

CA TECHNOLOGIES (FORMERLY ARCOT SYSTEMS) | US**Director Human Resources – Global Inhouse Centre, Bangalore | Dec 2006 to Apr 2010**

Directed all HR functions of the GIC; role then expanded to management of 5 global business units (US, UK, Germany, Thailand & India). Provided HR and business consulting for Delivery Group Heads with complex employee relations issues. Implemented solutions for Performance Management, Total

Rewards, Staffing, Engagement, Diversity, Retention, Learning & Development. Designed / implemented competency management framework / development plans for all positions.

- Worked with VP Engineering to identify work streams for transition to India – slashed costs by growing India-based R&D from 35% (mainly low-end) to 60% (with complex development work)
- Served on task force that led successful integration of 2 global acquisitions
- Led transformation of HR to consultative organization by upgrading talent and offering more value-added services and programs to directly impact the business strategy
- Set up a successful ticketing system that improved response times from 3 days to 12 hrs and resolution times from 15 days to 7 across global HR, Accounts, Facilities, IT

GEOMETRIC SOFTWARE SOLUTIONS CO. LTD | India

Senior Manager Human Resources (ES Division) | Mar 2004 to Dec 2006

Launched HR for startup ES division. Grew from 1 to 31 HR professionals supporting 4000 employees in 11 business units (US, UK, Germany, Japan). Led aggressive talent acquisition program to support growth (IIT & NIT campus lead). Built strong brand as a “Dream company to work for,” both internally and externally.

- Recruited to new ES Division startup (5th employee) to launch and build HR practices from scratch
- Achieved cultural harmonization of 3 mergers/ acquisitions in both domestic & international situations
- Selected to lead 2 GICs with teams of 100+ in each, for Mercedes Benz Design Centre & Mercury Marine Luxury Yacht Design Centre, based out of Geometric campus
- Won this company recognition on list of Top 15 Best Employers

MAGCOM INTERNET | India

Manager Human Resources | Jan 2002 to Feb 2004

Setup the Indian office and HR from scratch and managed all HR functions.

AD. SOLUTIONS | India

HR Business Partner | Dec 1997 to Dec 2001

EDUCATION

HARVARD BUSINESS SCHOOL– Executive Leadership Program – Postgraduate Management Development Program (MDP) in Global Business Leadership | 2017

JMA – PGDM in HRM | 2000

DSCE – BE | 1997

SELECTED TRAININGS & CERTIFICATIONS

- Society for Human Resource Management (SHRM) – Senior Certified Professional (SHRM-SCP)
- TATA Management Training Center (TMTTC) Pune – Management Development Program
- TATA Business Excellency Model (TBEM) Program Certified
- Certified Thomas Profile Practitioner – Thomas International
- Fellowship from World HR Board – Certified Professional of Psychometric Assessment / OD Analyst & Developer / Competency Builder; HR Analytics; Compensation & Benefits Management