



N.T. ARUNKUMAR

Arun is a composite business-technology leader with 25 years of experience across industries, predominantly in Banking & Financial services vertical with deep expertise in digital & FinTech. He was the Global MD and India Board Member in UBS AG's Group Corporate Services the last 6 years, post his stint with D&B as CEO & Board Director of its global analytics & technology JV. A Ph.D Candidate (AI/FinTech) currently, Arun also serves as Director in the Board of a Tata group company overseeing digital transformation services, as Strategic Advisor in technology startups, Advisor/Faculty in top Universities and as a Special Representative of CM of Andhra Pradesh's mission on FinTech & Digital.

Professional objectives: I aim for a mandate that empowers me to

- Lead growth initiatives and transform business model, access to the Board / Executive Group
- Integrate technology, process and innovation to simplify and strengthen organization's client delivery capabilities, and
- Develop next generation leadership; align organization's execution capabilities with Board Strategy.

Specialization:

- Operations and Technology integration at enterprise level
- Analytics and business strategy
- Global shared services and supply-chain management

Proven Strengths:

- Connecting effectively with customers and ability to foresee market & industry trends; have superlative communication and stakeholder management skills besides connecting the dots among P&L, cost transformation and service quality.
- Unravelling complexity, scaling and service delivery. Possess unique insights into the cusp of the "Financial Services – Technology" domain and proven expertise in commercializing intellectual assets.
- Change management and leading large, diverse and globally distributed teams. Demonstrate an influencing style of leadership and exceptional ability to work effectively in cross-cultural, matrix organizations, while maximizing value.

Career Highlights and significant achievements:

Last position involved 3 leadership dimensions (global, regional and country) in UBS: global function MD of all 3rd party delivery and strategic supplier relationships, Head of Asia (Sourcing) and Country Responsible Officer (Board Director) for UBS India.

- ***[April 2014 – April 2017] MD Corporate Services & Global Head of Delivery, Risk & Controls, Group Corporate Services, UBS AG.*** Responsible for running all of the firm's ODCs and providing governance, risk oversight and delivery assurance across Technology, Operations, and Finance and business services functions.
 - Leadership for the strategy and design of partnership models, including commercial constructs and accountable for execution and optimization of the delivery footprint (~40 centres across 9 countries, employing ~10000 staff offshore and ~4000 staff onshore). Manage deal flows / spend of over CHF 1.5 Billion and run Tier-1 Supplier relationships globally. Delivered significant cost savings (excess of CHF 250 MM annually).
 - Spearhead new transversal business-technology innovation initiatives through innovative partnerships – digital, data analytics and robotics/process automation.
 - Broader external stakeholder management and relationships – regulators (on O&O), institutional clients and peer network for collaborative models in backoffice/middle-office.
- ***[April 2011 – April 2014] Managing Director (Group Operations) UBS AG and Director in the Board of UBS India Private Limited.*** Managed global offshore (outsourced vendor landscape) footprint and operations in India and China spanning over 12% of the firm's employee base, upwards of USD 1 Billion spend and 20+ ODCs across Operations, IT and Finance functions. Member of the global Management Committee for group operations; delivered recurring direct cost savings of over USD 200 mm annually.
 - Innovative supply-chain strategy for Group Operations transformation, integrating global delivery, accounting for > 50% of operations portfolio. Designed and delivered industry-leading utility services and innovative engagement models with partners (including banks, market infrastructure service providers etc) to transform operating model. Also managed commercial and investment strategy for Operations & Technology assets monetization
 - Risk management and controls implementation across outsourced operations; regulatory compliance and creating measurable risk indicators & control frameworks for all offshore / outsourced transactions.
 - Operating model design & implementation and setting the agenda for “industrialization” of processes, including delivering strategic Process Excellence benefits across the portfolio.

- ***[September 2005 – April 2010] CEO & Director in the Board of Dun & Bradstreet TransUnion.*** Started the stint as CTO in the ME-Asia-Africa region supporting information services and risk & credit businesses across 70+ countries and delivered pioneering products & services to grow the business significantly in emerging markets.
 - As CTO, set up analytics, product engineering and software services organization and delivered products and solutions to support D&B's Financial Infrastructure and Risk Reporting business in the Asia/Africa/ME regions. Created IPRs for a new revenue model for D&B business in the region while integrating technology with the data-driven business lines in diverse market / regulatory conditions.
 - As CEO, acquired new customers, created new product lines (setting up engineering, sales and distribution) including SaaS models. In the process, designed & grew the organization with its vision & mission and created a world-class technology and analytics combination company. Forged JVs and monetized assets for D&B's global customers, creating revenue stream of upwards of US D ~\$15 million (5x valuation by 2010) within 3 years. Grew EBITDA by 50% CAGR between 2007 and 2010.

- ***[July 2004 – April 2005] Senior VP and head of Operations delivery for OfficeTiger (acquired by RR Donnelly).*** Successfully led growth of high-end KPO and differentiated BPO services (publishing, F&A, media, business services) in the nascent stages of the industry, especially offshore. Grew existing relationships 2x and managed delivery and process integration of key acquisitions.

- ***[August 2000 – June 2004] Senior Technology Executive with Citigroup,*** leading new platform development and implementation in the retail banking and consumer finance businesses in the Western Europe and North America markets. Also led change management program as part of two M&A transformations (OrbiTech/COSL and later Polaris) while also developing a P&L portfolio and heading global delivery center. Transformed a services unit to IP-led products & solutions organization with annual revenues of US \$30 million leading a ~2000 member team globally.

- ***[September 1999 – July 2000] CIO of Suhail Bahwan's a \$1 Billion diversified business group*** in the Middle-East. Created offshore product engineering company for eCommerce solutions and led strategic enterprise integration (Oracle ERP across 12+ business lines) bringing federated IT functions under one centralized, efficient management structure.

- ***[March 1996 – August 1999] as General Manager (Information Technology) of PepsiCo in South Asia*** led strategic IT initiatives in production, logistics, SAP/R3 integration and sales support in a high-growth environment. Delivered sustained annual savings of over USD 1 Million and drove market unit efficiencies by over 25%.

- ***[November 1992 – October 1995] Project Manager (Technology development & support) with Citibank N.A.*** in India supporting new businesses in retail banking (Auto Loans & Mortgages, Phone banking) and architecting legacy-modernization in branch banking operations (including innovative touch screen customer kiosks).

- ***[May 1991 – November 1992] with ITC Limited a diversified Indian MNC in the formative Information Division.*** First career assignment – as management trainee / business analyst, worked on manufacturing and distribution systems (MRP II) across various business lines. Stint also included exposure to the company’s first foray into commercial software services (Unify and Lotus enterprise implementation for 3rd party clients).

Education:

- MBA (PGDPM&IR) from XLRI Jamshedpur, India. Graduated with Honors in 1991, specializing in PMIR and Systems.
- B.Sc. in Mathematics & Statistics from St.Joseph’s College, Trichy, India. First rank holder & Medallist and best all-round performer of the batch (1986-89).

Interests:

- Social integration with business: founded and manage iDo Trust, a not-for-profit organization in Chennai that supports education for the under-privileged. Keen interest in developing primary education curriculum; Trustee in a well-established school in South India that integrates Human Values, Technology and non-academic vocational skills with contemporary syllabus.
- Teach management and leadership as adjunct (visiting) faculty in two leading Universities for MBA students. During my sabbatical (April 2010-March 2011) designed new curriculum for Executive MBA programs and executed consulting assignments as well around these with corporate B-School clients. Recently helped setup advanced (PG / M.Tech & MBA) courses in Data Science and FinTech for one of the leading Universities in India at International level.

Personal information:

- Born in India and travelled extensively around the world, am very interested in working with people of diverse cultures. An amateur wildlife & heritage sites photographer, I am also an avid reader and believe in constantly reinventing my relevance & contribution to the society.
- Married to Bhargavi (she is a Computer Science engineer, now a freelance research support professional and author), we have one son Abhishek Krishna, a college sophomore, who is also an accomplished Indian Carnatic Classical music vocal performer at professional level. We have made our home in Chennai, India.