

SHUBHRO SEN

Experience Overview & Summary Leadership Attributes

- Energetic, visionary educator and learning leader with extensive global and cross-cultural experience in multiple industry sectors- Universities, Corporate Learning, AI Software, Financial Services, Publishing,
- Exceptional strategic thinking, analysis, presentation and relationship skills. Large, well-nurtured global network of apex leaders: global corporations, Universities and Business Schools, United Nations and Governments, NGO's and multi-lateral agencies .
- Founder/CEO who has led multiple start-ups from conception to exits via IPO/acquisition {eCredit.com purchased by NASD: ICGE; PowerShare [acquired]; FSO [acquired];G8wave[IPO];Digiflex [IPO] }.
- Builder/Leader of sustainable organizations - From Corporate Initiatives to Divisions; Multiple Startups that grew large; Founding Dean of an Executive Education School and School of Management & Entrepreneurship; Creator of an Advanced Technology Incubator, A media portal and Publishing house.
- Creator of cohesive, positive cultures and engaged, productive teams. Skilled across the 'captain to coach' spectrum and in "Appreciative Enquiry". Certified in several leading Psychometric and Behavioral Assessments and in Executive Coaching [International Coaching Federation-Level 1]
- Passionate about human excellence, learning and technology; Deep blend of academic pedigree and experiential learning. Designed multiple successful full length programs:, MBA, BMS, Executive MBA, PhD as well as numerous advanced Leadership and Executive learning programs.
- Outstanding teacher with strong ratings across student levels and geographies- UG, Graduate and Executive
- Adviser/Consultant to over 30 global corporations: including Apple, HP, P&G, Citibank, State Street, Experian, Nomura Securities, UK Trade & Investment et. al. and multiple educational technology as well as venture firms.
- Co-founder/Executive Director of the Conscious Capitalism Institute/ former Trustee of Conscious Capitalism Inc.; Adviser & Special representative, UNGSII SDG Labs annually at Davos. Member Global Advisory Board, Fund Raising for Tata Memorial Cancer Centre, Kolkata.

EDUCATION

PH. D.	UNIVERSITY OF CALIFORNIA, BERKELEY Haas School of Business Concentration: <u>Marketing and Strategic Management</u> Thesis: <i>Relatedness in Acquisitions: Theoretical & Empirical Considerations</i> Advisors: Frederick Balderston; David Aaker; Barbara Mellers	1990
M. S	UNIVERSITY OF ILLINOIS, URBANA College of Business Administration Concentration: <u>Finance and International Business</u>	1982
M.A.	JAWAHARLAL NEHRU UNIVERSITY School of International Studies Concentrations: <u>Diplomacy; Area Studies: Middle East & S. America</u>	1980
B.A (HONS)	DELHI UNIVERSITY, ST. STEPHEN'S COLLEGE Concentration: <u>Economics</u> [Honours]	1977

CHRONOLOGY

<i>Director [Dean]</i>	School of Management & Entrepreneurship	2015—
<i>Founding Director</i>	School of Extended Education & Professional Development Shiv Nadar University*, Greater Noida, UP *Member of Senior Leadership Team, various apex councils of the University	2015---
<i>Director/Vision Custodian</i>	Venture Hub@SNU - Incubator /Accelerator Joint Venture of the University with Niti Ayog, Govt. of India	2017_
<i>Principal Adviser, India</i>	UN Global Sustainability Institute, Geneva/Global SDG Cities Initiative [www.ungsii.org];	2017-
<i>Director</i>	UNGSII -Global Sustainability Leadership Programs; Speaker/Participant@ UNGSII,SDG Labs Davos	2017- 2018-
<i>Director</i>	Tata Management Training Centre	2012-2015
<i>Visiting Professor</i>	Department of Marketing Bentley University	2008 - 2009
<i>EVP & GM, APAC</i>	G8Wave Inc. Boston [NASDAQ:GEVV]	2006-2008
<i>Publisher & CEO</i>	Financial Services Outsourcing Knowledge Exchange www.fsokx.com -Magazine and online portal	2003-2006

President &CEO	Powershare Inc.	2000-2008
Present &CEO	Living Objects Consulting Services Inc.	1995-2000
President &CEO	SR Research /eCredit.com	1990-1995
President	Digiflex USA	1987-1992
Assistant Professor	Department of Marketing Northeastern University	1987 - 1992
Lecturer	Haas School of Business University of California, Berkeley	1985 - 1987
Adjunct Professor	Department of Marketing Santa Clara University	1984 - 1985
Adjunct Professor	Department of Marketing San Jose State University	1983 - 1984
Adjunct Professor	Department of Marketing University of San Francisco	1982 - 1984
Lecturer	College of Business Administration University of Illinois, Urbana	1981 - 1982

PROFESSIONAL HISTORY

August 2015 – Present

Director, School of Management & Entrepreneurship, Shiv Nadar University

Founding Director, School of Extended Education and Professional Development, Shiv Nadar University

- Re-imagined/implemented the vision and strategic plan for both Schools. Hired faculty/staff, grew enrolment dramatically, established national and global footprint.
- Participated actively in branding and press outreach as a spokesman for the University and the School of Management. University recognized as University of the Year in 2016
- Recognized in 2016 as one of the 100 most Influential Educators in Management by the World HRD Congress.
- Designed and launched vanguard MBA, BMS [2016], and PhD programs [2017]
- Designed and launched a variety of **Executive Education** offerings including an Executive MBA and AMP[2017]
- Designed and launched Executive Education Calendar featuring global faculty/leaders in their field. Programs on **Digital Strategy; Digital Transformation Assessment; Cybersecurity; Innovation& Creativity; Diversity & Inclusion; Next Generation Entrepreneurship Boot Camp**
- **Nominated Principal Adviser, India -The United Nations Global Sustainability Impact Institute [UNGSII], Geneva- March 2017; Featured at Davos SDG Lab 2018,2019.**

- **Director and Curator, Global Sustainability Leadership, Master Class, UNGSII, Geneva, January 2018--**

Director and Vision Custodian, Shiv Nadar University, Entrepreneurship Incubator & Accelerator

- Conceived the vision, wrote the proposal and led the presentation in this prestigious national selection in February 2017 by the Niti Ayog [one of only 5 private universities among 1800 applicants].
- Established a 4 level incubation process, stimulated interdisciplinary work among schools and unprecedented participation in entrepreneurship competitions from campus teams; established affiliations with incubators in Europe, Canada, China and Australia
- Conceived of an advanced 'Technology Stack' for the incubator to foster work in 3D printing; Artificial Intelligence/ML; Block-Chain,IOT, Visual prototyping and Design etc]
- Incubator now has 27 firms at various stages

July 2012 – May 2015

Director, Tata Management Training Centre, Pune

- Corporate University mandated to provide leadership development in Tata group companies worldwide
 - Full P&L responsibility: 18 acre residential campus with 16 faculty, 60 rooms /total staff of 76.
- Personally engaged in extensive faculty development – teaching, research and deep dive consultative diagnostics /learning design for group companies
- Led organization to new highs in revenues/profits, number of participants and program ratings in both 2012-13, 2013-14 and 2014-15
- Led re-design and delivery of group leadership programs across executive levels from Tata Administrative Services [TAS] to emerging leaders to MD/CEO's.
- Taught "*Leading in the Global Environment*" to TAS batches
- Recruited/commissioned over 200 global faculty stars from apex universities worldwide for program delivery
- Designed and implemented *Corporate Governance* programs for Board of Directors of Group companies
- Introduced the "*Global Classroom*", extensive e-learning and blended learning offerings backed by video and knowledge archives.
- Re-introduced a Leadership Training Program for Senior Administrative leaders from the Indian Govt: The *IAS mid-career course*. Now a popular offering for these influential leaders
- Initiated a special Women's Leadership Development Module;
- *Sponsored the gamification of POSCO as a novel means of spreading awareness and educating all stakeholders*
- *Launched a Tata Group Culture Celebration Initiative: Gamification of Induction; Voices of our Leaders -Video Series*
- Created the *Learning Leaders Forum*, an annual gathering all leaders of L&D of group companies

- Created *Vision 2020* for the campus--leading the physical re-design of the campus and classrooms to a global, best-in-class benchmark.
- Co-developed a new *Group Leadership Architecture* as part of a three month design exercise with TMTC faculty in 2014
- Consummated numerous alliances and knowledge partnerships with leading global institutions [MIT, LSE, Oxford, Cambridge, UC Berkeley, Stanford, Sciences PO [France], SMU [Singapore], CEIBS [Shanghai], ISMT[Berlin], Rotman and Schulich [Canada]
- Engaged in/ led multiple group initiatives on Innovation, Best Practices Codification and Sharing, Ethics and Values based decision making, Cultural Assessment, Sustainability, Customer Centricity
- Revived and edited the TMTC Journal of Management
- **Authored - “The Tata Way” –A perspective on the future of the Tata Brand over the next 100 years; The Tata Review, January 2011**

July 2008-9

Visiting Professor, Bentley University, Waltham

- Taught UG, MBA and Executive Courses in “e- Marketing”; Strategic Marketing ; Marketing Management [UG]
- Executive Programs: **“Leading in The Global Environment”** to companies in Europe, Israel and Singapore

August 2009 – 2012; 2018--

Co-Founder & Executive Director, Conscious Capitalism Institute; Conscious Capitalism India [2018--]

- Playing a key leadership role in the burgeoning Conscious Capitalism movement. Elected to the Governing Board in January 2010.
- Established the Conscious Capitalism Institute as a worldwide presence with major events in the US and Asia. Each event featured notable CEO’s/business leaders and leading academics from major institutions worldwide.
- Built a global community now exceeding 10,000 registrants in less than 1 year
- Generated extensive publicity via multiple articles, TV shows and appearances on 3 continents
- Launched a Global Academic Consortium that included faculty from *the* leading business schools and thought leaders from around the world
- Launched development of the first ever “Conscious Leadership and Decision Making” simulation game in partnership with the leading developer of such games, ILS. It is a breakthrough Management education offering currently in use worldwide

September 2006 -8

Managing Director, Asia-Pacific Operations & Senior Vice President, Global Strategy and Marketing, g8wave Inc. [NASD: GEVW]

- Led Global Strategy, Marketing and Corporate development initiative for all geographies. Formulated strategy. Orchestrated implementation for US, UK and APAC regions
- Conducted M&A assessments, led due diligence, offers on candidates, forged alliances and other corporate development activities
- Member of Executive team with CEO and CFO involved in strategizing and then shaping documentation and presentation materials, interacting with investor groups, investment bankers, analysts, press in connection with a reverse merger / IPO and Nasdaq listing of the company
- Led company entry into the Asia Pacific region. Was elected to the Board of Directors of the Mobile Marketing Association, APAC.

January 2000 – 2006

President & CEO, PowerShare Inc.

- Co-founder, principal owner of this outsourcing advisory and consulting firm – has facilitated/advised on more than \$500 million in outsourcing contract commitments to India, Philippines and Eastern Europe/UK since 2003.
- Provided application software and offshore development solutions to the global Investment Management industry from 2000-2005.
- Secured multi-million dollar venture investment from leading investment firms, venture capitalists, banks and investment professionals. Built team of 50 professionals in US, India and Europe. Led marketing, strategy and brand development efforts
- Blue chip client list for outsourcing consultation, technology development and Outsourcing advisory services including State Street and State Street-IMS, Nomura Research Institute, ScreenMedia AG [Norway], Invenio Technologies, Jeffries Inc., Guzman LLC [NYSE members], OMGEO [multi-year contract], Trip King LLC, Astra Zeneca, and Boston Financial Data Systems. Advisor to multiple firms on both client and vendor side as well as government development agencies

January 2003-2005

Co-Founder, President & CEO, Financial Services Outsourcing [FSO]

Executive Publisher, FSO Magazine

- Secured sponsorships, collaboration and knowledge sharing agreements:
- Major outsourcing firms such as UBS and Merrill Lynch;
- Major outsourcing vendors such as Tata Consultancy Services, HCL as well as Syntel and Hexaware Technologies;
- Major consulting firms such as EDS and Xerox Global Services;
- Premier Research organizations such as the Meta Group, Gartner Group; IDC and the Tower Group;
- Premier Event Organizers: Centric Events [CEBIT America], Richmond Events [CIO Forum].

FSO

- Assembled high pedigree editorial team from well-known financial industry publications as well as a global team of reporters, collaborators and free-lance journalists.
- Launched a portal—www.fsoutsourcing.com—featuring DAILY NEWS UPDATES on OUTSOURCING in the FINANCIAL SERVICES from a global team of reporters as well as a comprehensive archive of all existing writing on outsourcing in the financial services during the last two years. Receives 10,000+ hits per business day
- The *Outsourcing Intelligence Bulletin* a weekly e-newsletter reaching **20,000** top executives and 75,000 professionals in the financial sector worldwide
- *FSO Magazine*, a quarterly magazine featuring in depth coverage of key issues and topics of relevance to the outsourcing community associated with the financial services sector worldwide. Since its debut in April 2004 and through Issue 8 in December 2005, magazine circulation has grown rapidly to reach **over 8,000 senior executives** in financial services firms, consulting firms and outsourcing vendor organizations in 42 countries worldwide.
- Launched an exhaustive solutions directory /yellow pages of providers of consulting, advisory or direct services associated with IT and Business Process Outsourcing.

April 1996-2000

President & CEO, Living Objects Inc.

- Co-Founded this innovative consulting firm to focus on Enterprise valuation, Business Transformation and Re-engineering services as well as technology

development and services outsourcing. Clients include Citibank N.A., Experian, State Street Brokerage, JP Morgan Chase, Perkin Elmer, Integrated Systems Resources Inc., Yale University, Lanai Resorts, eCredit.com and Universal Listing Networks as well as Indian majors, Ballarpur Industries and Sugal & Damani.

May 1990 - March 1996

**President & CEO, Systems Re-engineering Research Solutions Inc.
[then eCredit.com and now, Cortera]**

- Co-Founded and bootstrapped this consulting and software development firm into world leader in credit risk and decision support systems.
- Developed product and knowledge strategy; successful global campaign for a premium Artificial Intelligence based expert system software package for Credit Management;
- Secured venture investment from Information Partners/Bain Capital and Dun & Bradstreet; \$500,000 in working capital from Fleet Bank;
- Secured worldwide contracts with Hewlett Packard, Apple Computer Inc, Chevron Corporation, Armstrong World Industries, Procter & Gamble, Weyerhaeuser, Liberty Mutual Insurance and numerous other Fortune 100/500 corporations;
- Negotiated worldwide distribution agreement with Dun & Bradstreet Information Services
- Negotiated worldwide alliance with SAP.

Company was partially sold to Internet Commerce Group [ICG] in 1999 for \$450 Million [at a \$1.5B valuation]; Now Cortera [www.cortera.com] and owned by Fidelity Investments.

Sept. 1989- Oct. 1992

Director, Digiflex (India) Ltd.

- Promoter and Co-founder of publicly traded company which is now one of India's largest largest manufacturers and distributors of Latex medical gloves.

President, Digiflex (USA)

- Importer and Distributor of Latex Medical gloves and other disposable medical products in North America.

Company had a successful IPO in India in 1990.

UNIVERSITY TEACHING EXPERIENCE

Undergraduate courses:

Global Entrepreneurship and Stakeholder Management -Simulation and Experiential Learning Strategy course [Shiv Nadar U]
Digital Maturity Assessment Frameworks [Shiv Nadar U]
Technology, Entrepreneurship and the Digital economy [Shiv Nadar U]
Leading in the Global environment [TMTC/Shiv Nadar University]
Strategic Thinking [TMTC]
Marketing Management (Northeastern University; Bentley University)
Competitive Strategy (Northeastern University)
Marketing Research (UC Berkeley)

Graduate / Executive Courses:

Competitive Strategy in the Digital Platform Economy Shiv Nadar University [With Prof. Mohan Subramaniam, Boston College]
Digital Maturity Assessment / Business Transformation* Shiv Nadar University]-
Global Entrepreneurship Practicum & Business Simulation* [Shiv Nadar University]
Leading in the Global Environment *(Shiv Nadar University, Tata Administrative Services and multiple companies in the US and Europe)

Leading in the Global Environment * [Bentley University]
E-Marketing – Social Media and Branding Strategies (Bentley University)
Enterprise Branding and Global Product Strategy (Bentley University)*
High Technology Marketing (Northeastern University)*
Marketing Management (Northeastern University)
Competitive Strategy (Northeastern University)
International Business (Northeastern University)
International Marketing (Northeastern University)
Marketing Management (San Jose State University)
Marketing Strategy (San Jose State University)
Marketing Management (University of San Francisco, Santa Clara University)
International Business Management (University of Illinois, Urbana)

***Also offered as Executive Courses**

Comments:

- All of the above courses, including the executive courses and workshops were developed or co-developed by me.
- *Executive Courses were highly rated and repeated multiple times

- Strong student ratings at every institution have been a consistent feature during my 12 year teaching career
- Obtained the highest rating ever received [until date] by a full time instructor and teaching award at UC Berkeley and teaching awards at Northeastern University and San Jose State University

Guest lecturer at Harvard Business School, Rotterdam School of Business, London Business School, Queen's College of Business, UC Berkeley, National University of Singapore, Bentley University, IIM Kozikhode, IMT Ghaziabad, Symbiosis, Presidency among multiple educational institutions around the world

EXECUTIVE EDUCATION (Partial List)

- Faculty and designer of a 3 day program- Leading in The Global environment” for Tata Administrative Services [TAS], Shiv Nadar university
- Joint Faculty and designer of a 3 day program- “Competitive Strategy in the Digital era”, Shiv Nadar university [with Prof. Mohan Subramaniam, Boston College]
- Faculty and designer of a 2 day program- “Digital Maturity Assessment & Business Transformation” Shiv Nadar university [With Sanjay Vatsa, Citibank]
- Faculty and designer of a 3 day program- “ Global Entrepreneurship Business simulation” Shiv Nadar university
- Faculty and designer of multiple two-day programs on “Enterprise Branding and Global Product Strategy” for Converse, offered in Philadelphia through Bentley College, starting January 2009.
- Faculty and designer of two-day programs on “E-marketing Strategy and Enterprise Branding” for Executives through ITSMA January 2007, 2008.
- Faculty and designer of three-day programs on “High Performance Outsourcing Management,” offered in Singapore by the Asian Banker 2005, 2006.
- Faculty and designer of program on “Enterprise Outsourcing Management,” for GMAC, Executive Forum, Tokyo, Japan 2005
- Faculty and designer of 3 month course on “High Technology Marketing,” for Northeastern University, Executive Education, 1991, 1992

In addition to the above, I have designed and conducted over 50 custom workshops and training sessions on global sourcing, innovation and strategy development for global clients of my software and services companies [please see **Business and Consulting Experience** section below for additional detail]

AWARDS AND HONORS

- Top 100 Distinguished Educators in Management, India [2015]
- Received “Scholar of the Year - Award for Excellence in Research” Financial Outsourcing Leadership Summit, June 2009

- Nominated to be on Judging Panel on annual Industry Outsourcing Awards, Financial Outsourcing Leadership Summit, June 2006 - 2008
- Nominated to Board of Directors, Mobile Marketing Association of Asia-Pacific, 2007-8
- Trendsetter CEO Panelist International, Cooper's & Lybrand, 1994
- Outstanding Teacher Award, Executive Education –High Technology MBA, 1991
- Outstanding Teacher Award, Undergraduate –Competitive strategy, 1988
- *FTC Research Fellow*, Mergers and Acquisitions, Line of Business Program at Federal Trade Commission ; 1987-90
- *J. Gary Shansby Fellow* for Research in Marketing Strategy, Haas School of Business, University of California, Berkeley, 1986-87
- *Highest Student Teaching Rating*, Doctoral & Graduate Students Association Award, UC Berkeley, 1986
- *Flood Fellow*, University of California, Berkeley. Received this prestigious university wide fellowship for three consecutive years 1982-85
- Winner, World Trade Conference Awards for Outstanding Student Papers in a worldwide competition, 1982 & 1983
- Rector's Prize for Outstanding Undergraduate Achievement, Delhi University, 1976

CURRENT RESEARCH AREAS

- Enterprise Performance Measurement – Composite Index Construction
 - Creator of the Outsourcing Quotient-OQ and the Conscious Business Rating Index
- Enterprise Branding and the impact of Digital and Social Media
- Conscious Entrepreneurship -- Leadership and Personal Mastery
- Dynamic Stakeholder Alignment and Cultural Transformation
- Emerging Models for Global Sourcing
- The effectiveness of Business Simulation environments for Leadership Development & Conscious Decision Making practices

BOOKS IN PROGRESS

Digital Transformation Readiness: Best Practices for Global Managers, forthcoming (2020)
Fulbright Publications

PUBLICATIONS - ARTICLES AND MONOGRAPHS

- “Outsourcing Intelligence: Do you know your OQ™ ? ; Financial Services Outsourcing [FSO, Vol1., Issue 2., June 2004]

- “Enterprise Outsourcing Management—The New Mantra” ; Financial Services Outsourcing [FSO, Vol1., Issue 1., March 2004]
- The Outsourcing Intelligence Quotient or OQ™-- Measuring Outsourcing Performance at the Enterprise Level; The Outsourcing Intelligence Bulletin, November 2, 2003.
- “Relatedness in Corporate Acquisitions: Conceptual and Empirical Considerations”-- Doctoral Dissertation. Haas School of Business, University of California, Berkeley, 1990. University of Michigan, Monographs, 1990
- “Synergy in Mergers & Acquisition: A Theoretical Framework”, UC Berkeley, 1987; Revised 1991.
- The IRI Formula: Lessons in Industrial Organization for Emerging Economies; Research Paper – Academy of Management, Doctoral Consortium, San Diego, 1985
- “Fish or Fowl: The case for Market Oriented State Enterprises as an engine of growth; University of Illinois, Urbana, 1982; Revised U.C. Berkeley, 1986.
- “Embedded Intelligence—Financial training on the job with interactive software” ; Credit Systems Review, April 1992

PRESENTATIONS AND CONFERENCE ACTIVITIES [PARTIAL LIST]

Summary listing of conference speaking engagements and presentations

1982-2001: This period included numerous presentation and public speaking/group presentation opportunities as well as interviews/appearances on TV in the US and India.

- 1981 & 1982: Presentation of the award winning submissions in both years in an international competition: Student Conference on International Business, World Trade Conference, Chicago.
 - “Free Markets : A Receding Dream” ? [1981]
 - “Friend or Foe: The case for Market Driven State Enterprises”
- 1989: Northeastern University: Faculty Lecture Series
 - “The Marketing Implications of Environmental Awareness”
- 1992: The Far Eastern Banker’s Forum, Hong Kong. Plenary Address
 - “Financial Decision Support Systems – The Next wave”
- 1992: Andersen Consulting, Software Intelligence Forum, San Fransisco, CA. CEO Panel. Panelist with CEO’s of Oracle, PeopleSoft and SAP :
 - “Integrated Executive Information Systems”

- 1993: CEO Forum, Coopers & Lybrand—Part of nominated panel of Trendsetter CEO’s. Presentation
 - “Knowledge Centric Corporations”
- 1993: Presentation to National Association of Credit Management Annual Convention [1000+ delegates]. Boston
 - “Expert Systems for Credit Risk Management”
- 1994: National Chemical Credit Association, West Palm Beach, Florida Keynote Speech
 - “Next Generation Decision Support for Credit Risk Assessment”
- 1994: Reimer Credit Conference 1994, Palm Springs, CA. Plenary address.
 - “Data to Decision – Expert support for Credit Decisioning”
- 1995: MIT Alumni Lecture Series- Indo American Forum. Plenary address
 - “Business Opportunities in India, The Sleeping Tiger”
- 1998: The New Asia Summit, Bali, Indonesia. Lead Presentation & Panel Discussant
 - “Following the Sun—Rapid Technology Development with co-located teams”
- 2000: Quantnet Global Customer Conference, Acton, MA. Moderator and Lead Presenter
 - “Building Intelligence into Order Management Systems”
 - “Algorithmic Approaches to Transition Management”

2001-Present

- 2001: The Security Industry Association, Technology Forum, New York. Presentation
 - “The Power of Unity: Integrated Order Management for Buy side Institutions”
- 2001[July]: Risk Waters Group, World Trade Center, New York
 - “ASP Models for mid-sized Investment & Hedge Funds”
- 2001[July]: Chase Manhattan Bank Global Financial Forum: CFO Summit, New York. Invited Presenter and Panelist
 - “The Emerging role of ATS’s in Liquidity and Transition Management”
- 2001 [October] –Interviewed on CNBC-India: CEO Spotlight

- 2001[November]: Government of Karnataka and ICICI Ventures – Technology Summit '01, Bangalore, India. Plenary Address
 - “Core Financial Technologies: Can India lead the next product revolution?”
- 2002 [January]: Kuwait Stock Exchange & Kuwait Clearing Company, Middle East Technology Colloquium, 2002, Kuwait. Keynote Presentation.
 - “Cross Border Trading Technology and its implications for Regional exchanges”
- 2002 [May]: IIR Conferences, Financial Leadership Forum. Annual Conference, London, U.K. Plenary Presentation and panelist
 - “Smart Order Management Systems”[Presentation]
 - “Back Office Outsourcing Solutions: Pros & Cons of going Offshore”[Panelist]
- 2002 [May]: London Business School, Presentation to the Dean and Invited Faculty.
 - “Technology and the competitive edge in Investment Management”
- 2002 [June]: The Security Industry Association, Technology Forum, New York. Presentation
 - “Intelligent Trade Matching Solutions for Institutional Investors”
- 2002[October]: Harvard Business School, Executive Forum, Cambridge, MA –Invited speaker and Panelist.
 - “Outsourcing to India—The Risks and the Rewards”
- 2002[November]: Harvard Club, New York –TCS Lecture Series, Invited Speaker
 - “Financial Sector Outsourcing: Racing up the Value Chain”
- 2003 [January]: Outsourcing Investment Research to India, Ministry of IT & Government of Karnataka, Bangalore IT.com. Keynote Speaker as well as panelist along with Vice Chairman of Nasdaq and Chairman, Association of Mutual Funds, India.
 - “Decomposing the Investment Research Process to create a Win-Win Scenario for all Market Participants” [Presentation]
 - “The Anatomy of Outsourcing Decisions – Using process models to address high value outsourcing opportunities” [Presentation]
 - “Can Investment Analysis be Outsourced” [Panelist]
- 2003[January]: Strategic Outsourcing in Financial Services, Fiducite', Boston, MA. Invited speaker & Panel Moderator for Executive Forum
 - “The Anatomy of Outsourcing Decisions – Using Process Models to guide Strategic Decision making” [Presentation]
 - “Best Practices in Managing Offshore Outsourcing Initiatives”

- 2003 [May]: The CIO Forum from Richmond Events [a 3 day luxury cruise aboard the SS Dawn -- one of the most prestigious events for senior IT and Finance executives]. Invited session speaker.
 - “Enterprise Outsourcing: Moving up the BPO value chain”
 - “Business Process Outsourcing—The Technology Imperative”
- 2003 [June]: CeBIT America, Annual Technology Conference –the worlds largest technology show outside of CeBit Hanover. New York. Invited Speaker
 - “Harnessing Real time Analytics for the Enterprise” [Speaker]
 - “Beyond Borders: The Risks and Rewards of IT Globalization”[Panel Moderator]
- 2003 [July]: GMAC, BPM-BPO Forum,Tokyo Japan. Invited Keynote address
 - “Implementing Successful BPO Initiatives: A Conceptual Overview”
- 2003[October]: Rotterdam School of Business, Erasmus University. Invited Presentation to Dean, faculty and select graduate students.
 - “Enterprise Outsourcing Management’—Typologies, Process Models and Conceptual Frameworks”
- 2004[March]: Centric Events—Outsourcing Strategies, 2004, Las Vegas, NV. Keynote Speaker plus moderator/panelist.
 - “Enterprise Outsourcing Management – The Next wave” [Presentation]
 - “Best Practices in Vendor Selection” [Moderator-panelist]
- 2004[April]: IDC Technology Forum, New York. Panelist.
 - “Back Office Outsourcing—What’s next?” [Panelist]
- 2004 [May]: The CIO Forum from Richmond Events [a 3 day luxury cruise aboard the SS Dawn -- one of the most prestigious events for senior IT and Finance executives]. Invited session moderator/speaker
 - “The role of the CIO in managing Outsourcing relationships”
- 2004 [August], The Asian Banker—3 Day Senior Executive Workshop, Singapore. Lead Faculty/Instructor
 - “Outsourcing Fundamentals”; plus Case studies and Exercises.
- 2004[September]: National Quality Review –NQR Annual Conference, Boston, MA. Invited Keynote Speaker.
 - “Rivaling Perspectives on Outsourcing: Finding the Right Balance”
- 2004[October]: The American Conference Institute: Legal Perspectives on Offshore Outsourcing, New York. Invited speaker-Panelist
 - “Offshoring, the 360 Degree View”

- 2004[November]: Strategic Management Society, Annual Conference, Puerto Rico. Invited Session speaker.
 - “Perspectives on Business Process Outsourcing: The Services Wave”
- 2005 [January]: The Institutional Investor: Financial Technology Forum. CIO workshop, Miami FL. Invited Speaker.
 - “Outsourcing in Buy Side Firms: Models, Trends and Case studies”
- 2005 [February]: Alliance Edge, The University of Toronto & Queen’s School of Business, Toronto, Canada. Industry Roundtable on Outsourcing featuring major Canadian corporations. Invited Faculty /Presenter
 - “Strategic Perspectives on Outsourcing” [Presentation]
 - “Offshore Strategy Primer” [Presentation-Workshop]
- 2005 [April]: The Young President’s [YPO] Forum: Media Industry Roundtable, Beverly Hills, CA. Invited Speaker
 - “Telecom Convergence & Opportunities in the Indian market” [Presentation]
- 2005 [May]: IQPC Shared Services Excellence Week [Europe’s largest conference on Global Shared Services operations] Cardiff, Wales. Invited Speaker.
 - “Emerging Models for Blended Service Delivery from Offshore locations” [Presentation]
- 2005[September]: IQPC, Best Practices for Offshore Shared Services 2005, Prague, Czechoslovakia. Invited Speaker –Panelist plus conducted Executive workshop.
 - “Performance Measurement of Offshore Operations” [Executive Workshop]
 - “Driving Improved Performance through Process Benchmarking and Corporate Control” [Panelist]
- 2006 [February]: Digital Hollywood—Media Summit, 2006. New York. Invited Panelist on University Project Panel with faculty from Media departments.
 - “Developing the Next Generation of Entertainment, Media and Technology Visionaries – Science v/s Commerce v/s Theory” Speaker/Panelist
- 2006 [February]: Florida International Summit, University of Central Florida, Office of the President. Invited Speaker and Advisory Board Member.
 - “Principles of Outsourcing Management” [Presentation]
 - “A practical Taxonomy of Outsourcing Outcomes” [Presentation]
- 2006 [June]: Proformance Summit 2006 [IQPC] --- Excellence in Shared Services Operations, London, U.K. Executive Workshop Faculty.
 - “Mitigating the Risks of Outsourcing” [Workshop]
 - “Guiding Precepts of Enterprise Outsourcing Management-EOM” [presentation]
- 2007 [November]: Florida International Summit, University of Central Florida,

- “India and China – Emerging Superpowers”[Keynote Presentation]
- 2007 [November]: Daytona Beach Chamber of Commerce
 - “Doing Business with India and South Asia”
- 2008 [June]: Chairperson and Awards Judge, FSO Annual Financial Services Summit
- 2008[November]: Conscious Measurement – At Catalysing Conscious Capitalism, Austin Texas
- 2008 [December]: Social Entrepreneurship: SMS Special Conference, Hyderabad, India
- 2009[June]: Awards Judge & Panel Chair, FSO Annual Financial Services Summit
- 2009: Keynote speaker at multiple Conscious Capitalism Institute events in US, Europe and Asia
- 2010 Speaker at multiple Conscious Capitalism Institute events in US, Europe and Asia
- October 2010: Summit Chair and Moderator: Business Process Management: The Next Frontier for Financial Institutions
- October 2010: US Council for Foreign Relations: Keynote Speaker on “America and the Rising Powers: Focus on India”, Orlando, Florida
- October 2010: Net Impact Global Conference: Moderator and Panelist on “Conscious Business and Conscious Capitalism: High Performance Business Paradigms for today’s Competitive Environment”
- **Over 100 keynote speeches at companies, conferences, universities in India and Asia since 2010 including the UN SDG Lab, Davos in 2018, 2019; and TedX**

PROFESSIONAL SERVICE & EVENTS

- Executive Director, Conscious Capitalism India [2018--]
- Member, Board of Trustees of the non-profit, *Conscious Capitalism*, Dallas, TX, 2010.
- Primary Organizer, 1st and 2nd International Research Conference on Conscious Capitalism, Bentley University, Boston, May 2009 and 2010
- Primary Organizer, Conscious Capitalism: A New Management Paradigm for a New World, Mumbai, March 2010.
- Principal Organizer, FSO Global Summit, 2005, Las Vegas, March 2005

PROFESSIONAL AFFILIATIONS

American Marketing Association
Phi Delta Kappa [Academic Honor society]

Strategic Management Society
The Indus Entrepreneurs [TiE]

COLLEGIATE SERVICE

Member, Faculty Recruitment Committee, Northeastern University 1990-1992

President, ADSBA – Association of Doctoral Students, Haas School of Business, U.C. Berkeley, 1983-1985

PERSONAL

Married, three children

Citizen of India; Permanent Resident, USA

REFERENCES

On Request