

SWAPAN GAYEN

Contact No.: +91-9873582599(Mob.) / +91-7982470495 (Res.)

E-Mail: skgayen@hotmail.com

Group CIO

Multicultural Global Operation - Forward Thinking IT Strategist – Stakeholder Collaboration – Smart Manufacturing & SCM– Business Value Addition (Operations & Finance) –Digital Transformation Leadership – Cyber Security – Budgeting – IT Operations – Data Analytics - Team Mentoring

With demonstrated contribution of 25 years serving for diversified manufacturing MNCs and Indian corporate in: ICT Strategy Planning & Execution -HQ &Multi-location ICT Function Setup, SAP S/4 HANA Implementation & Management–Multiple large Program &Project Planning & Execution–IT Investment & ROI- Local & Global Vendor Relationship– Establishment & enforcement of Policies & Processes –High Return IT Initiatives–Digital Business Transformation- IOT/AI/ML/Cloud- Data Analytics/RPA/SMAC

Key Strategic Drives & Digital Leadership: Notable Business Values & Results Contributed (Operations & Finance)

Finance	Operations
<ul style="list-style-type: none"> • Cash-flow/SG&A Improvement- 3 Cr.+ • SAP S/4 HANA project cost optimization – 42.04% • Inventory Reduction (RM) – 62.5 % (From 800 to 300 Cr.) • Days Inventory Reduction(FG) – 85+ days to 45 days • Siemens PLM & SAP License Cost optimization – 2.3 Cr. • Financial Closing Cockpit(FCC) Dashboard for CFO • Profitability Analysis Dashboard – Domestic (State/zone /Segment), Export (Country wise) • Ageing reduction(RM) – 180+ day to 45 days (Real-time Analytics & Visibility) • Network & Telecom Cost reduction (Revitalization) • Various Analytics especially for RM Cost insights & SOB (Share of Business) Optimization. 	<ul style="list-style-type: none"> • SCM Digitization (Supplier Satisfaction - Collaboration portal) • Hard Vendor Negotiations (IT assets & Project Management) • IOT & Analytics(Real-time)- Advanced Scheduling – HMS/LMS/Press Shop • RPA(Robotics) – Significant Employee Productivity Improvement particularly in Fin & A/cs • OEE is in Progress • Human Capital Transformation is in progress • Info Security & SOX Compliance streamlined & Controlled • Various High-Return IT Initiatives – Driving down Cost & Complexities • Orchestrated Overall transformation to Process Oriented Architecture. • SAP S/4 HANA implementation – within stipulated Time & Cost • Enhanced IT Controls with Overall Corporate Governance

Core High Competency

- ⇒ **ICT Leadership, Strategy & Roadmap, Digital Transformation**
- ⇒ **Smart Manufacturing& SCM**
- ⇒ **SAP S/4 HANA Implementation, & Business Processes Optimisation**
- ⇒ **Multiple Program & Project planning & successful execution**
- ⇒ **IT Budgeting, ROI & Cost Control**
- ⇒ **Setting up Multi-Plant Complete ICT function (Infrastructure and Communication Technologies) & Support**
- ⇒ **HRMS/DMS/CRM/SCM/MES**
- ⇒ **Effective Global /Local Vendor SLA / Relationship Management**
- ⇒ **Driving High Return Strategic Initiatives, Technology & Innovation**
- ⇒ **Team Building, Mentoring**
- ⇒ **iOS/Android/IOT/AI/ML/ Mongo DB/Angular JS/RPA/SMAC/Tableau**
- ⇒ **SOX Compliance/Info Security**

Executive Summation: B2B & B2C (Operations & Finance)

- ⇒ **Extensive multicultural manufacturing business background (Matrix Organization)** with distinction of navigating **Digital Business Transformation, SAP implementation & optimization**, Sales Force Automation/Financial liability control &visibility, Process Transformation/segment-product wise business opportunities – **Global Aftermarket (B2C)** and Strategy Outsourcing.
- ⇒ **Developing & Liaising High-return IT objectives with BU APAC& Global stakeholders (C-level Executives).** Actively participate in Global high-level operating committee meetings to proactively assess business needs to anticipate and address future challenges.
- ⇒ **Strategizing, Consolidating, Prioritizing, Managing, Driving High-return IT initiatives across all** business verticals (BU) collaborating& aligning with all BU heads.
- ⇒ **Sound understanding of the basic framework of Global /Regional (APAC) IT Operations,** Infrastructures, Program management and SOX Compliance in multi locational units & business verticals.
- ⇒ **Multi-Million \$ Corporate & BU IT budget Preparation, Controlling and ROI report.**
- ⇒ **Planning and implementing key IT projects participating Strategic global IT team** to ensure a successful regional roll-out to meet global objectives. Identify, manage and implement regional and local office projects to meet local needs on efficient basis
- ⇒ **Created IT architecture & infrastructure driving down complexity & operational cost** to fund strategic growth initiatives.
- ⇒ **A competent professional having ability to work on tight Deadlines & Constraints – IT** skills combined with good business value, Strong Leadership, flexible enough to adapt plans.
- ⇒ **Conceptualized, recommended, developed and implemented cost-effective** technology solutions aligned with business vision & goals which resulted in improved operating efficiency, **SG&A, cash-flow and financial performance (KPI).**
- ⇒ **Transitioned a responsive and motivated balanced (In-sourced/Out sourced) team** capable of **supporting regional-APAC (90%) and global (10%) IT operations** and activities in a cost-effective way.
- ⇒ **Responsibility for leading IT operations and strategy across the region (APAC)**

AREAS OF EXCELLENCE

- ⇒ **Development of long-term multi-year ICT Strategy, Roadmap, Digital Transformation, People leadership (HCM), IOT/ML/AI/Cloud Operational effectiveness & efficiency aligned with Overall business Objectives.**
- ⇒ **Leading Integrated Digital Business Transformation** for improvement of **Financial KPI & Operational KPI** multiple business units (BU).
- ⇒ **Plan & Budget IT investment, ROI in consultation with Business Leaders.**
- ⇒ **Identifying & delivering exceptional value** proposition for technology Innovation, Critical Problem Solving and Cost savings.
- ⇒ **Conceptualizing, developing & implementing sustainable High-return effective technology (IT) Solutions.**
- ⇒ Strategy, implementation & maintenance of **Data Center, DR and Business Continuity** management.
- ⇒ **Plan & Execution of multiple projects within stipulated timeframe & budget.**
- ⇒ **Strategizing, Preparation & Monitoring End-To-End SAP implementation and Rollout** with various business process revitalization.
- ⇒ **Drive business driven IT Policies, security and SOX compliance** together with overall corporate governance enhancing **IT & Financial control.**
- ⇒ **Establishment, Enforcement, Acceptance, Audit & Measurement of business and technical processes.**
- ⇒ **Effective Vendor coordination and selection** for the purchase of required hardware, software, licenses, etc in **Global Setup.**
- ⇒ **Building a responsive and motivated balanced (In-sourced/Out sourced) team** capable of delivering.
- ⇒ **Driving Executive Strategic Business leadership in IT and IT leadership in Business – B2B & B2C**

EXPERIENCE CHRONOLOGY

Since Aug'17 with International Tractor Ltd.(Sonalika Group), Hoshiarpur/Delhi NCR as Group CIO

(India's 3rd largest Tractor company presence over 100+ countries globally)

Major Roles & Responsibilities:

- ⇒ Conceptualise & Drive Organization wide **Digital Business Transformation** contributing to **improving top/bottom line KPIs.**
- ⇒ **Driving Advanced/Smart Manufacturing through AI/ML/IOT and Robotic Process Automation (RPA)**
- ⇒ All aspects of IT strategy, 5-year IT roadmap, planning, execution, Infrastructure & Communication setup & management of the company
- ⇒ Establishment & Enforcement of business and technical processes
- ⇒ IT Investment, ROI & Cost Control
- ⇒ **SAP S/4 HANA conceptualization, planning and implementation (Went live on 4th Jan, 2021) .**
- ⇒ **Supply Chain (SCM) Collaboration & Digital Manufacturing**
- ⇒ Responsive Team building & motivation.

Notable Accomplishments: (Digital Business Transformation , Digital Manufacturing & SCM)

- ⇒ **Strategized, Planned & executed integrated Supplier Collaboration for 600+ suppliers-** Inventory reduction, quality improvement
- ⇒ **Strategized, Planned & executed SAP S/4 HANA implementation** focusing more on Financial Cockpit/ Profitability (Single Source of Truth)
- ⇒ **Strategized, planned work-flow based SAP system optimization** for better financial control & business analytics
- ⇒ **Capacity utilize optimization, Visibility & OEE using APS and IOT/ML for Heavy Machine Shop (HMS)**
- ⇒ **TOC and real time demand driven based overall PPC & SCM optimization –** Inventory optimization & improved Fill rate.

Since Jan'14– Jul,17 with Bharat Seats Ltd. Gurgaon as CIO

(A Joint Venture of Suzuki, Maruti & Relan Group- Into complete Seating business for two & four wheelers)

Major Roles & Responsibilities:

- ⇒ **Conceptualise & Drive Organization wide Digital Business Transformation** contributing to improving top/bottom line KPIs.
- ⇒ **All aspects of IT strategy, 5-year IT roadmap, planning, execution, Infrastructure & Communication setup & management of the company**
- ⇒ Establishment & Enforcement of business and technical processes
- ⇒ **IT Budgeting , Investment, ROI & Cost Control**
- ⇒ **SAP Competency Setup (SAP CC), Rollout, Optimization & various Business Process Revitalization & SCADA implementation.**

- ⇒ Advise senior management on strategic High-return IT innovation and implementation in support of business goals and objectives.
- ⇒ Responsive Team building & motivation.

Notable Accomplishments: (Digital Business Transformation , Digital Manufacturing& SCM)

- ⇒ **Overall Cash-Flow contribution of Rs. 0.58 Cr(\$90KSG&A reduction)**through revitalizing& digitizing various business processes, consolidating multi-plant infrastructure& data centre, transforming balanced(In sourced/outsourced) IT organization by **effective application of cloud technology**.
- ⇒ **50-70% user productivity improvement** by integrating & automating various operational business process like Accounts Payable,RGP/NRGP ,budget control system, PR/PO workflow, vendor price claim Mgmt,Parts tracibility,ASN,Barcode....etc in SAP system.
- ⇒ Strategically outsourced **cloud based HRMS & Payroll system(Mobility & Digitization)** contributed to **SOX compliance**, improvement of **employee self service and discipline**& change in work culture and **more accuracy in HR/financial** reporting
- ⇒ **Inventory reduction by around 3% through SCM Digitization with suppliers Collaboration (Responsive, Transparent supply network) using cloud technology.**
- ⇒ Successful implementation of **100% IT compliance framework.**

July'12– Dec'13 with United IT Solutions Pvt. Ltd. Kolhapur as CIO

(Entrepreneurship -start-up IT service company with a aggressive vision of catering to large Retail, Manufacturing)

Major Roles & Responsibilities:

- ⇒ Strategic Business Opportunity Development & Positioning.
- ⇒ Establishment & Enforcement of business and technical processes.
- ⇒ Program & Project Management.
- ⇒ SAP Competency Setup (**SAP COE**) & Business Process Re-engineering(**BPR**).
- ⇒ All aspects of IT strategy, planning, execution, setup & Operation of the company and P&L management.

Notable Accomplishments:

- ⇒ **Successfully** setup business vertical with limited financial capital.
- ⇒ **Discontinued** due to acute operating **cash-flow crunch** towards personal bankruptcy in long run.

Aug' 09 – Jun'12 with Federal-Mogul India, Gurgaon as CIO-APAC

(Federal-Mogul Corporation (US MNC) is an innovative and diversified global supplier of quality products, trusted brands and creative solutions to automobile OEM globally having strength of 44,000 employees worldwide.)

Major Roles & Responsibilities:

- ⇒ Work closely with the business units to ensure that IS delivers what is required, consistent with current Global IS practices.
- ⇒ Manage the IS budget in all India locations as well as Thailand operation.
- ⇒ Manage all IS staff in all locations in India, maintaining discipline, morale and delivery and SAP competency Setup(**SAP COE**)
- ⇒ Liaise with all IS global functions to ensure consistency of approach and that local staff are working as an effective part of these global functions.
- ⇒ Ensure that Audit and SOX compliance is maintained in all India sites as well as Thailand operation.
- ⇒ Manage and deliver all India & Thailand related IS projects in a timely and cost effective manner.
- ⇒ Ensure that Disaster Recovery plans are created and maintained across all India sites.

Notable Accomplishments:(Digital Leadership and Digital Manufacturing& SCM)

- ⇒ **Accomplishment of Revenue growth from 5% to 12.7% ,Annual saving of Rs. 0.72 Cr(\$112K)& Freed up resources(75% sales force productivity) by Cloud based SCM Digitization (Outbound Logistics)of Global Aftermarket(GA) operation.**
- ⇒ **Attained fill rate (65% to 95%) and high level of customer satisfaction - Visualised and implemented responsive SCM process optimization.**
- ⇒ **Spearheaded the IT budget by consolidating and improving around Rs.0.32 Cr.(\$50K) Capex & Rs. 0.18 Cr.(\$28K)Opex.**
- ⇒ **Achieved 80% HR productivities taking a out of box initiative by Strategic outsourcing of Cloud based HRMS & Payroll.**
- ⇒ **Played a stellar role in transforming IT into a trusted strategic greater business performance and growth enabler through various business process revitalization- SAPAP/AR, PR/PO, SCM workflow, Vendor Consignment, Credit Control, Inventory control, Standard Costing roll-out).**

- ⇒ **Transitioned IT organization to balanced in-sourced/out-sourced operation setting up SAP (Asia Pac) Competency Centre** that improved Effectiveness & efficiency in service delivery (>95%) of mission critical application
- ⇒ **Implemented base level BYOD policy within** all business verticals towards stronger **BYOD framework.**
- ⇒ **Holds merit of Successful SOX compliance(100%)** in all plants, Corporate of India & Thailand together with **Global Corporate governance.**

Jun' 07 – Jul' 09 with Claas India Pvt. Ltd., Faridabad as Head – IT (India,Multi-plant/location operation)

(CLAAS KGaA mbH (MNC) engages in the manufacture and sale of agricultural machinery (automobile) worldwide.)

Major Roles & Responsibilities:

- ⇒ Establishment of India **short-term & long-term ICT roadmap** aligned with Global ICT framework after acquisition .
- ⇒ Conceptualise & Drive **IS architecture transformation** in India operation.
- ⇒ Responsive team building delivering business values & results.

Notable Accomplishments:

- ⇒ **Essayed a vital role in heading and establishing the agile ICT function in India of 2 plants operation aligned with business objectives.**
- ⇒ **Conceptualised & Spearheaded** SAP implementation and driving various business processes optimization- AP/AR, SCM, PR/PO, Product costing and Credit Control.
- ⇒ **Spearheaded setting up large scalable (IT infrastructure) Data centre in new Greenfield Plant** with connectivity (MPLS).

May' 00 – May' 07 with Honda Motorcycle & Scooter India Pvt. Ltd., Gurgaon as Dy. Manager – IT (Multi-Plant Operation)

(A Japanese automobile multinational company (MNC) that manufactures scooters and motorcycles)

Major Roles & Responsibilities:

- ⇒ **Launching& Spearheading start-up of an IS organization in India operation right from inception.**
- ⇒ Development of comprehensive Enterprise wide **short-term & long-term ICT strategy, roadmap** aligned with business objectives.
- ⇒ Conceptualise & Drive **IS architecture transformation** in India operation.
- ⇒ Responsive, high performing ICT team building & motivation delivering business values & results.

Notable Accomplishments:

- ⇒ **Spearheaded start-up of a High performing large IS organization and set up of 30 sq ft robust data centre right from scratch, collectively facilitated the achievement of US \$ 1 bn (Rs. 5000 Cr.) revenue within 5 years of India operation.**
- ⇒ Served the organisation with the distinctive ability of **IT leadership for multi-million dollar India operation start-up along with the formulation of SAP Roadmap.**
- ⇒ **Chalked out the 5 Year ICT Roadmap and SAP R/3-4.6C without overrun of budget and timeframe.**
- ⇒ **Enhanced the Quality/Delivery PPM and recorded changes in the diligence of the qualitative raw material procurement which instrumentally that resulted in the increased Scooter production from 7 to 10%.**
- ⇒ **Spearheaded strategic Dealer management System(DMS) and headed the implementation of the same across India across 80 dealers streamlining business. Played a vital role navigating the operation and controlled visibility of market financial liability.**
- ⇒ **Build up a high performing ICT team delivered business values & results right from scratch.**

Jan'96 – Apr' 00 with J.K.Corp Ltd. (Lakshmi Cement Division), New Delhi as Assistant Manager – IT

(An Indian renowned corporate house .Principal business is to manufacture and market cement)

Major Roles & Responsibilities:

- ⇒ Conceptualise, Analysis ,Development and Execution of effective systems for operational efficiency.
- ⇒ Maintenance of existing IT systems.

Notable Accomplishments:

- ⇒ **Spearheaded strategic Marketing Analysis & Accounting System and headed the implementation of the same across India across 66 dealers streamlining business process and 25% market liability reduction.**
- ⇒ **Instrumental in increasing cement sales by around 18% and past dues reduction by 15 %.**

Note : Working details with any other organization shall be furnished on need basis.

PROFESSIONAL ENHANCEMENTS

- ⇒ **Executive MBA (Executive Program in Business Management)–Indian Institute Of Management, Calcutta (IIM-C)** in 2013-2014
- ⇒ Attended Training on **Finance for Non-Finance Executive** from PHD Chamber of Commerce, New Delhi in 2004

ACADEMIC CREDENTIALS

- ⇒ **Master in Computer Applications (M.C.A.)** from M.M.M. Engineering College (Gorakhpur University), Gorakhpur, India, in 1992 with 1st Division Marks & Scholarship.
- ⇒ **B.Sc. (Stat.Hons.)** in Statistics from Narendrapur R.K. Mission Residential College (Calcutta University), Kolkata, India in 1988.

PERSONAL DOSSIER

Date of Birth: 15th August 1966.

Present Address: M-143, Kapil Vihar, Sector-21C, **Faridabad (Delhi NCR)**, Haryana-121001. India

Fluent in: English, Hindi and Bengali.

LinkedIn: <http://in.linkedin.com/pub/swapan-gayen/46/a07/760>

Skype: swapan.gayen