

# GANESH RAMAN

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## EXECUTIVE SUMMARY

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Enterprise transformation and data strategy executive with 25 years of global experience building the operating models, data foundations, and adoption systems organizations didn't already have. Career spans banking, mining, real estate, entrepreneurship, and executive search, not depth in one industry, but a consistent ability to adapt, upskill, and deliver measurable value as the work changes. Founded functions from zero, led regulated and high-stakes transformation programs, and built the belief in a system alongside the system itself, never one after the other.

## CORE VALUE PROPOSITION

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- Enterprise Data & Analytics Strategy
- Adoption & Value Realization
- Digital Transformation Leadership
- Operating Model & Governance Design
- Human-Centric Change Management
- AI & Emerging Technology Integration

## CORE COMPETENCIES

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P&L Management · Board & Executive Stakeholder Reporting · M&A Integration · Regulatory Compliance & KYC/AML · RPA & Intelligent Automation · Global Mobility & Immigration Compliance · Change Management · Talent & Succession Planning · Capital Program Oversight · Vendor & Budget Management · Cross-Border Program Delivery · People Analytics

## SELECTED CAREER IMPACT

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- **USD 7M** projected annual savings, **18% compliance accuracy** and **60% efficiency** gain — global KYC modernization, Société Générale.
- **USD 8.5M** in client savings — automation and RPA advisory, Accenture.
- **35-point** reduction in visa rejection rates, **25% SLA** improvement — Global Mobility turnaround on a **USD 3M** budget.
- **USD 50M** in capital program oversight — Asia workplace transformation, Corporate Real Estate.
- **40,000-employee** workforce transformation program designed and led — Sinar Mas, lifting data quality to **86%**.
- **Interim CHRO** for two new fintech businesses — built a bias-reducing people-analytics model for executive succession.
- **90+ clients**, **45%** cost-to-serve reduction — shared services model architected and run at Accenture.
- **Founder**, independent studio scaled to preferred-vendor status at four venues, team of **10**.

## PROFESSIONAL EXPERIENCE

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### Digital IT Associate Director

Aug 2022 – Present

*Scope: Enterprise Transformation & Product Excellence*

*Egon Zehnder · Montreal, QC, Canada*

*Recruited to build enterprise-wide Product Excellence from zero, with a mandate to establish governance, analytics, and adoption discipline across the firm.*

- Founded the firm's Product Excellence Office from the ground up, partnering directly with partners, CxOs, consultants, and department heads across the firm.
- Leads a team of **two**, translating strategy into working prototypes through AI-assisted development rather than waiting on a dedicated engineering function.
- Launched the firm's strategic software adoption program: cross-team workshops, adoption metrics and visualization, brand reveal through new-hire onboarding.
- Built and ran the firm's cybersecurity awareness program, reaching **100% completion** firm-wide.

### Consulting Principal Director

Sep 2021 – Jul 2022

*Accenture, Talent & Organization — Management Consulting · Jakarta, Indonesia*

*Engaged to advise C-suite clients across Southeast Asia on technology and culture transformation mandates, while carrying direct business development accountability.*

- Advised C-suite leaders across Southeast Asia on technology and culture transformation, future-of-work strategy, culture redesign, and M&A people integration.
- Carried business development responsibility directly, running pipeline management and advisory sales alongside delivery.

## Head of Business Excellence & Interim CHRO

Dec 2019 – Aug 2021

Sinar Mas · Jakarta, Indonesia

Recruited to modernize business excellence for the mining division and stand up people analytics for two newly created fintech ventures.

- Headed Business Excellence for the mining division, leading a team of **eight** to design and drive a **5-year** workforce transformation program spanning **40,000** contract employees across Indonesian sites.
- Served as Interim CHRO for Sinar Mas's newly created non-banking fintech businesses, Nanovest and SimInvest, building a bias-reducing people-analytics model for CEO succession planning.
- Lifted enterprise data quality to **86%** through governance redesign and technology simplification.

## Founder

Jun 2018 – Nov 2019

Two Flutes · Oakville, ON, Canada

- Founded shortly after immigrating to Canada; built and led a team of **10** delivering video and photo content for SMB and wedding clients.
- Grew to preferred-vendor status at **four venues**, operating in parallel with a national consulting contract before winding down for a C-suite-adjacent mandate.

## Change Management Lead (Contract)

Jan 2019 – Nov 2019

IPCC · Mississauga, ON, Canada

- Designed the change management and communication strategy for a nationwide cloud migration impacting over **900 financial advisors** onto a scalable Microsoft environment.

## Vice President, Digital Transformation

Jul 2017 – Nov 2017

Société Générale · Bangalore, India

Recruited to lead global KYC transformation amid heightened regulatory scrutiny across the bank's compliance function.

- Led a team of **eight** to envision and drive global KYC transformation, designing a human-centric approach that simplified the customer completion experience, with regulatory and legal experts signing off on every compliance-critical decision.
- Improved compliance accuracy **18%** and efficiency **60%**, with **USD 7M** in projected annual savings.

## Director, Corporate Real Estate (Strategic Programs)

Apr 2015 – May 2017

Accenture · Singapore

Selected to lead transformation of Accenture's Asia real estate portfolio (excluding India), modernizing the workplace footprint firm-wide.

- Owned the Asia portfolio (excluding India), transforming physical offices into collaborative spaces designed for teaming across technology, design, and client work.
- Partnered with behavioral psychologists, architects, and general contractors against up to **USD 50M** in capital spend.

## Director, Global Mobility

Apr 2011 – Mar 2015

Accenture · Bangalore, India

Selected to rebuild trust in a compliance-driven global mobility function after years of employee friction with cross-border policy.

- Managed a **USD 3M** operating budget, shifting the function from a policing posture to a human-centric one, simplifying policy language and building trust with consulates, while operating within regulatory and legal guardrails owned by compliance experts.
- Cut visa rejection rates by **35 points** and improved service SLAs by **25%**.

## Manager, Automation & RPA

Apr 2010 – Mar 2011

Accenture · Gurgaon, India

- Rejoined Accenture to consult clients on automation opportunities, building client automation capability with Automation Anywhere; delivered **USD 8.5M** in savings across engagements.

## Manager, Shared Services

Jul 2003 – Oct 2009

Accenture · Chicago, USA

- Architected a tiered, one-to-many shared services support model spanning learning, procurement, HR, and finance across **90+ clients**, leading a team that scaled up to **300** at peak, reducing cost-to-serve by up to **45%**.
- Maintained compliance with data protection and privacy regulation across markets, including BCP/DRP ownership across offshore and near-shore centers; managed full site P&L.

## Earlier Career

Site Director, Motif, Manila, Philippines (2009–2010): scaled site operations by 170%, reduced attrition 12%. · Process Specialist, GE Medical Systems, Gurgaon, India (2000–2003): maintained Six Sigma quality standards supporting US hospital operations at the start of a 25-year career.

## EDUCATION

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Associate Graduate Diploma, Data Science · IIIT Bangalore

Certificate, Business Analytics · University of Cambridge

Diploma, Hotel Management · IHM Chennai

## CERTIFICATIONS · 17 CREDLY-VERIFIED CREDENTIALS

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**Agile, Scrum & Change Leadership:** Prosci Certified Change Practitioner (2022) · Agility in HR, ICAgile (2022) · Professional Scrum with Kanban I (2022) · Professional Agile Leadership – EBM (2021) · Professional Scrum Master I & II (2021) · Professional Scrum with User Experience I (2021) · Professional Agile Leadership I (2020) · Scaled Professional Scrum (2020) · Professional Scrum Product Owner I (2017)

**Design Thinking & Collaboration:** Enterprise Design Thinking Practitioner, IBM (2021) · Miro Essentials (2023)

**Analytics & Visualization, Tableau:** Data Scientist · Designer · Analyst · Author · Consumer · Community Leader · Executive Sponsor (2020–2021)

**Facilitation & Leadership:** LEGO SERIOUS PLAY Systems Facilitator · Management 3.0 Professional

## RECOGNITION

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Bronze Award, Best Americas Coach (2023) · Silver Award, Best Americas Coach (2022) · People Analytics Excellence Award, SWA Indonesia (2021) · Gold Award, Excellence in Digital Transformation, HR Asia Summit (2020)

*Speaking engagements across Southeast Asia and the Middle East on enterprise transformation and adoption.*