

Bespoke Search Group

PROFESSIONAL EXPERIENCE

Chief Human Resources Officer, (Private, Series E) San Francisco, CA, 8/2022-8/2023

- As CHRO, ran the full scope of human resources including Talent Acquisition, HR Operations, Employee Relations and People Business Partners, DEI, Talent Management, Total Rewards and Workplaces.
- Led company through first ever RIF, development of a compensation and geo-based pay philosophy, Future of Work initiatives to develop a hybrid workplace culture rooted in team belonging, connection and productivity.
- Developed international expansion strategy to develop lower cost, international market opportunities.
- Rebuilt Talent Acquisition, HR Operations and launched a Total Rewards and ESG capability for the company to mature into later stage and public company evolution.

Chief Human Resources Officer, (NASDAQ listed) San Francisco, CA, 2019-2022

- As CHRO, ran all human capital functions for X, the leading X company providing residential solar power to millions of Americans, and giving consumers a choice for clean energy power generation. Led Board management on Executive Compensation and NomGov Leadership Assessment and all Human Resources matters.
- Led HR due diligence, structuring and integration of a \$3.2B acquisition of X. Formed a joint venture in the solar tech battery space with a large Korean conglomerate. Navigated a complex workforce through COVID-19, tripled the company size from 4K to 14K employees and as a member of the executive team realized over 6X valuation growth.
- Led the strategy and execution of X's human capital, talent succession and executive compensation initiatives with the Board Nominating and Governance and Compensation Committees.

HR Head of Digital Mobile Products & Global Innovation, Fortune 500, San Francisco, CA, 2014-2019

- Recruited and built X's Global Innovation and Strategic Partnership team as well as the Technology Digital Mobile businesses to drive market expansion and growth, including the launch of mobile payments with Apple/Google/Facebook to enable over 5 trillion annual transactions as well as block chain/crypto and data security capabilities.
- Built 1600+ member teams to work and prototype cutting edge Apps, programs and technologies.
- Established X's Innovation and Digital footprint globally with focus on Leadership and Talent Recruitment and Development, Organizational Design, Change Management, Leadership Coaching, HR/People Strategy, Employee Engagement & Communication, .
- Expanded team footprint from HQ in San Francisco to Latin America, Europe, Middle East and Asia.

HR, Senior Marketing, Corporate Strategist, X, San Francisco, CA, 2006-2019

- Led client engagements to help Fortune 100 companies and start-ups build and gain competitive advantage.
- Revitalized corporate marketing and innovation efforts . Ran content development efforts and crafted marketing copy, including press releases, customer case studies and social media content for blogs. (via Facebook, Twitter, Blog, Instagram).
- Helped companies improve their positioning to generate attractive valuations for capital raises and exits.

Marketing Innovations, Founding Team Member, X, 2003-2006, New York, NY

- Selected from 1000's of employees in 2004 to be part of the Marketing Innovation team established by the President of X to position X as a positive change maker in the healthcare system focused on advancing patient health, increasing profitability and X brand value.
- Ran a public opinion campaign and corporate re-positioning effort to impact and transform the Sales & Marketing, Corporate Affairs and Business Development functions to increase brand messaging and sales and reduce governmental pressure.
- Served as a CMO on a major X product launch and enrolled 1M+ consumers via media, print advertising and strategic partnerships and developed the model for Medicare Part D coverage.
- Coordinated over 15 cross functional teams to align on strategy and execute corporate wide marketing and repositioning plan to show X as a key advocate for patient health.
- Developed sales messaging and training programs to over 15,000 sales reps on how to positively communicate with physicians. Advised marketing teams on how to evolve DTC advertising to include philanthropy information for patients in financial need.

Engagement Manager/Co-Founder, X, New York, NY, 1998-2003

- Founded firm with Jon Katzenbach, world-renowned guru on business strategy, organizational culture/ teams; was the only Associate selected from McKinsey and Mitchell Madison to co-found Katzenbach Partners, a premier strategy consulting firm (bought by Booz & Company and today PwC's People Practice).
- Instrumental in building the firm's recruiting, technology/operations infrastructure while driving strategy/execution..
- Analyzed financials, vendor agreements and outsourcing approaches to handle client queries. Worked with a cross-functional team (25 Senior Managers) from Marketing, Regulatory, Worldwide Safety, Consumer Marketing, Business Technology and Market Analytics to set service standards and performance metrics. Successful in saving the company \$25M annually.
- Advised Worldwide Marketing head on approaches to expand U.S. focused Marketing organization to develop global marketing capability. Organized coaching for 200+ Disease Management Team Product Managers to prepare for global responsibility.

Market Development Manager, X, Inc, San Jose, CA / Mumbai, India, 2000

- Managed the strategic alliance and business partnership development process to sign on major retail partners.
- Analyzed market size, market penetration, cost of entry and pricing strategy to maximize revenue.
- Developed market entry strategy to offer cable broadband in India. Evaluated government regulations, political climate, competitive landscape and cable industry dynamics to form a go-to-market plan to capture a \$60M broadband infrastructure market over 3 years.
- Established New Wireless Device BU with a staff of 5. Launched a new business unit and integrated a \$300M acquisition.

Senior Associate, Confidential, New York, NY, 1996-1998

- Analyzed market trends, including key areas of growth, changing customer behavior and competitive dynamics to identify new business ideas/revenue models offering \$200M in new revenue opportunities.
- Managed strategic sourcing and outsourcing to generate \$500M in savings
- Revamped 3,000-person unit at a global credit card company. Conducted branch visits, employee interviews and overall competitor assessments to identify best practices applicable to middle tier and underperforming branch units. Achieved \$50+M of performance improvements.

EDUCATION

Harvard - Masters in Public Administration MPA

Harvard University Fellowship, President of the South Asian Caucus

MIT - Masters in Business Administration MBA

Columbia University - BA in Asian Studies/Biology and MIA in International Affairs

Dean's List, Class of 1957 Scholarship, NY State Governor's Scholarship, Gold Crown Award for Student Leadership, Whitney M. Young, Jr. Diversity Relations Leader

Awarded Columbia University Human Rights Fellowship

OTHER

- Advisor to PeopleTech Partners to drive Future of Work innovation and thought leadership
- Conducted genetic engineering research resulting in a virus strain bearing my name, HPV-11SP - Mentor high school students on academic and professional skills at BAPS, an NGO at the UN - Fluent in Hindi, Urdu, and Gujarati and proficient in Spanish