
PROFILE

I have worked in the tech industry for 25+ years in the US, India and APJ. I have worked both as a VC investor, Board Member and as a CXO/Entrepreneur, setting up and scaling new businesses.

Highlights

- CEO, Tata Communications Collaboration Services Ltd. (TCCSL) – this is the IoT subsidiary of Tata Communications
- MD, Cisco Investments, Asia Pacific (VC arm of Cisco)
- Vice President & Head, Managed Services and Marketing, Tata Communications
- Director, Marketing Strategy and Product Management, BellSouth/AT&T, Atlanta
- Consultant, Bain & Co, Atlanta
- MBA (Honors), Wharton (Class of 2003), Philadelphia
- Co-Founder, SteelRX (B2B e-commerce company), India
- Tata Administrative Service (TAS) – leadership program of Tata Group, India

2021 – Present:

1. Venture Partner, Social Alpha

- Investment committee member and fundraising for Social Alpha's long term capital pool

About Social Alpha

Social Alpha is a non-profit incubation and investment platform supporting disruptive startups solving climate, health and other social challenges. Since 2016, we have supported close to 250 start-ups. The includes 100+ grants and early-stage equity in 60 companies.

Social Alpha has a unique model - using philanthropic capital from foundations and CSR grants from corporates and turning that into grants and equity checks to support entrepreneurs in their 'lab to market' journey. The focus is on deep science innovations which can potentially solve climate, health and livelihood problems at a billion people scale.

Equity upsides to get redeployed into Social Alpha, leading to a "perpetual" non-profit platform.

- Provides milestone-based capital (grants and equity) and brings together a broad ecosystem for entrepreneurs and scientists – all the way to community deployment through non-profits.
- Supports early-stage startups from the POC stage to deployment and scaling. In some cases, the inventor joins Social Alpha as "Entrepreneur in Residence" (EIR) to take the solution from a research paper into a viable product.
- Works closely with Universities, leading corporates, government, and non-profits. Provides incubation labs, business mentoring, market deployment support and also helps with follow-on fundraising efforts.

2. Indian School of Business (ISB), Hyderabad

- Research Fellow, Center for Business Innovation.
- Helping establish the Center and working in innovation and scaling related research areas

3. WSO2 (a pre-IPO stage software company)

- Consultant. Helping with investments, M&A and growth strategy

Board Member, BoardPac - early state SaaS startup

Publications

- How to Avoid the Pitfalls of Innovation in Emerging Markets. Knowledge at Wharton (2016)
- India's Growth Transformation: Moving Ahead and Moving Up. As a part of ISB (2022)

Education

- B. Tech (Electrical Engg), IIT – Delhi
- MBA (Honors) – Wharton Business School

ADDITIONAL DETAILS

2017 - 2021 TATA COMMUNICATIONS IoT (TCCSL)

CEO/Head, Tata Communications IoT – a subsidiary of Tata Communications Ltd

As the CEO of this subsidiary of Tata Communications, I led and enabled a team of ~100 people who developed, sold and delivered end-to-end IoT solutions to enterprises (included devices, platform, applications and analytics). Solutions ranged from worker safety and efficiency to energy management, asset tracking, etc. Customers include enterprises, smart cities and growth stage startups.

Built the business from scratch to \$50M+, with a big part as recurring revenues. Expanded the business internationally with one of the largest IoT deals by an India IOT solution provider - executing on the strategy of 'prove in India, scale globally'.

Venture Advisor, SRI Capital

Startup mentor and Venture Advisor with SRI Capital, a \$60M, early-stage US-India corridor VC fund founded by a US-based, successful Indian serial entrepreneur and investor. Closed 10 investments since its launch in 2018.

2010 – 2017 CISCO Investments **Bangalore, India**

Cisco is also a global leader in M&A and corporate venture capital with 200+ acquisitions and over \$2B in venture investments.

As the head of Cisco Investments India and APJ, managed a total capital of ~\$80M. Led investments across early and growth stage tech ventures as well as LP positions in early-stage VC funds. Managed the portfolio as a Board observer in investee companies. Also responsible for startup-Cisco partnership.

- 12 early-stage investments in Indian companies. \$30M+ total capital deployed.
- 3 international investments (Singapore, US) and 3 LP investments (in VC funds)
- Strong track record
 - 5 top performers from the India portfolio of 12. 2 successful exits + a potential unicorn IPO (Cloudcherry, Netmagic, Mobikwik). Another \$500M+ valuation (WSO2) with 10X+ return
 - 2 exits in the US (Control4 and Parallels)
 - One of the LP investments – Blackbird VC (ANZ) – has become one of the top VC funds globally; delivered a 12X fund net return for the 1st fund
- Helped set up *Cisco Launchpad*, Cisco's accelerator program in Bangalore.

Board roles: Cloudcherry, WSO2, Mobikwik, Ineda, GTT, Covacsis and Servion.
Investment Committee, Aaviskhaar – a social impact fund

2008 - 2010 TATA COMMUNICATIONS LTD. **Bangalore / Mumbai, India**

India's largest enterprise telecom services provider; 4th largest company in Tata Group.

Vice President, Managed Services and Marketing

Part of the senior management team of TCL. Responsible for scaling up and incubating new businesses in the Enterprise BU. Multiple roles including sales/BD for managed services, marketing for Enterprise BU and incubating new vertical solutions as the head for Industry solutions business.

Managed Services (Sales & BD)

Portfolio included Collaboration, Data centers/Cloud, SaaS and Security

- Established a new sales/BD organization to drive the market development, solution positioning, customer acquisition and revenues for these business lines.

- Defined the charter and overall organization strategy, hired the team leaders and helped build the sales strategy for each business line.
- Grew the businesses by 50%+ in 1 year (from Rs 3 bn to Rs 4.6 bn).
- Implemented new partnering models and processes to drive the sales and channel organizations.

Industry Solutions Business: Led this incubation arm within TCL for new vertical services. This included solutions for BFSI and solutions for live events broadcasting (M&E industry).

- BFSI business achieved scale and was spun off as a subsidiary (Tata Communications Payment Services).

Marketing & Alliances

- Revamped the India marketing approach to create 3 focus areas: customer relationships, lead generation and PR/thought leadership. The team implemented a new customer segmentation plan, multi-tool integrated campaigns and lead management processes. On-boarded a leading marketing agency for support.
- Based on the results delivered in 2009, the team's charter was expanded to run marketing globally for TCL.
- Ran the strategic alliances function and drove select GTM and product alliances (with Wipro and SugarCRM).

2004 - 2007 **AT&T/BELLSOUTH (Business Markets Group)** **Atlanta, USA**
AT&T/BellSouth's Wholesale and Enterprise BU with \$7 billion in revenues and over 6000 people.

2006 - 2007 **Director, Product Management - Emerging Data Products** **Atlanta**
 \$300M revenue portfolio which included the new enterprise data networking products - Metro Ethernet and IP-VPN. Led a team of 7 that was responsible for product management and development.

- Achieved 32% revenue growth for this portfolio vs. ~3% overall enterprise business growth in 2006.

2004 - 2006 **Director, Marketing Strategy & Implementation** **Atlanta**
 Started this function responsible for business planning and operational strategy for the \$7 bn wholesale and enterprise business. Grew it to a 3-person team.

- Developed 3 year market view and the 2005-06 operating plans, working with the BU leadership across functions.
- Implemented and tracked cross-functional initiatives: Coordinated BU-wide "key initiatives" to drive operating plan objectives. Successes include increasing our market share, positioning for future volume growth and aligning 3000+ employees across functions to the Plan goals.
- Managed wholesale Professional Services business (a \$14 million P&L).

2002 - 2004 **BAIN & COMPANY** **Atlanta, USA**
One of the world's leading management consulting firm; 6,000 employees serving clients across 53 offices and in 34 countries.

Consultant

Joined as an MBA summer intern and returned as a full time Consultant. Advised clients on strategic planning across different industries. Selected project experience:

- Growth strategy projects for a global market leader in Radio Communications and Broadcast equipment space and a large US insurance company.
- Bain's Private Equity Group: Strategic due diligence support for investments in an office services company.
- Competitive benchmarking project for a large retailer headquartered in SE USA.

2000 - 2001 STEELRX E-COMMERCE New Delhi and Mumbai, India
Steel e-commerce services provider with then annual trade volume of ~\$250M.

Co-founder of India's then 2nd largest steel e-commerce services provider. Was profitable and acquired by a listed commodities trading company in 2005.

- Prepared the business plan, closed the investments and launched the service. Managed product, marketing and alliances. Grew the company to 20 employees including hiring an industry veteran as the COO.
- Won over 50 actively trading members, including 3 of the 7 largest steel companies.

1997 - 2000 TATA ADMINISTRATIVE SERVICE (TAS) Mumbai, New Delhi and Hyderabad, India
Tata Group's leadership development program

Moved across different companies in Tata Group as a part of this rotational program. Some of the roles / companies included:

- Tata-Lucent Technologies (JV with Lucent Technologies) –Business Development Manager for a large mobile operator account. Worked closely with the Account Management team to drive business projects that drove equipment pull through.
- Business planning and field marketing projects with Tata Motors and Tata Power

EDUCATION

2001 - 2003 Wharton Business School Philadelphia, USA

- MBA (Honors); Ranked in the Director's List (Top 10% of the class).
- Nominated for the Class of 2003 Joseph P. Wharton Award for Leadership. Selected as a Wharton-Omnicom Communications Fellow.
- Founded: "Leading from Within", a 1-day event under Wharton Leadership Ventures; and Meditation & Yoga Club, winning official status and grants from the Graduate Students Association.

1993 - 1995 IIFT (Indian Institute of Foreign Trade) New Delhi, India

- Masters in International Trade

1989 - 1993 Indian Institute of Technology (IIT) New Delhi, India

- BS (Electrical Engineering)

PERSONAL

- Published author (articles in Indian business papers, Knowledge@Wharton on innovation and startups).
- Volunteer with Ekstep (Diksha online platform), a non-profit education effort spearheaded by Nandan Nilekani (ex-CEO of Infosys) and the ex-Aadhaar team.