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PERSONAL INFORMATION:

Date of Birth: 27th May, 1952.
 Marital Status: Married
 No. and ages of children: Two children aged 21 & 15 years.
 Passport details: P416867 issued at New Delhi. Valid till 27.10.2003

EDUCATION:

YEAR	EXAM/DEGREE	BOARD/UNIVERSITY	ACADEMIC PERFORMANCE
1968	Higher Secondary	Central Board of Secondary Education, New Delhi.	First Division with 78% marks and distinctions in Physics, Chemistry & Mathematics.
1973	B.Tech. (Mechanical)	Indian Institute of Technology, Delhi.	Second position in IITD. Secured `E' grade (>80% marks) in 8 semesters & `A' grade (70-80% marks) in the other 2 semesters. Overall Result: First Class with Distinction.
1975	M.B.A.	Faculty of Management Studies, University of Delhi, Delhi.	First position in the University. Secured 75% marks. Awarded 2 gold medals for this distinction.

CAREER:

PERIOD	ORGANISATION	POSITION
August 2000 to date	WEBTEK SOFTWARE P. LTD.	EXECUTIVE DIRECTOR
July 1998 to July 2000	ICI INDIA LIMITED.	CHIEF INFORMATION OFFICER (CIO)
November 1996 to June 1998	VAM ORGANIC CHEMICALS LIMITED.	SENIOR VICE PRESIDENT - HUMAN RESOURCES & INFORMATION SYSTEMS
January 1995 to November 1996	APOLLO TYRES LIMITED.	GENERAL MANAGER – HUMAN RESOURCES & INFORMATION TECHNOLOGY
January 1986 to January 1995	NESTLE INDIA LIMITED.	HEAD – INFORMATION SYSTEMS
August 1984 to December 1985	SHRIRAM FIBRES LIMITED.	MANAGER (MANAGEMENT SERVICES)
April 1979 to July 1984	A.F.FERGUSON & CO.	CONSULTANT / SR. CONSULTANT
June 1975 to April 1979	BHARAT HEAVY ELECTRICALS LIMITED.	CORPORATE PLANNING ENGINEER

WORK EXPERIENCE:

SUMMARY:

An impeccable track record comprising of

Sixteen years of heading the Information Technology function for large organisations. Experience of leading business process engineering and/or redesign projects leveraging technology.

Four years of heading the Human Resources function of large Indian Business Houses.

Nine years of Management Consulting & Corporate Planning experience in a wide variety of businesses and functions.

With knowledge of technology and business processes, and with a **cross-functional perspective**, have helped different organisations align technology and information deployment strategy with their business strategy. Demonstrated a proven ability to deliver programs **on time and within budget**, effectively responding to the business requirements of the company. Proven ability to anticipate **organisational needs in technology vis-à-vis industry trends** as well as select and implement best systems, tools, and procedures.

DETAILS: Please refer to the Annexure

PROFILE OF DEMONSTRATED STRENGTHS:

Personal:

- Have an **excellent academic** and professional background.
- Have outstanding interpersonal skills including the ability to interact at the senior / executive level management. Excellent written and verbal **communication, presentation, and facilitation skills**. Ability and willingness to work effectively across all layers
- Have exposure to all functional areas of Management and to User expectations and User problems at all levels.
- Have been exposed to a **total business perspective** even in the first 10 years of the career.
- Have strong strategic thinking ability with a **pragmatic approach** and excellent influencing skills supported by strategic and tactical planning experience
- Have **excellent professional image** leading to an appropriate standing in the Indian industry and have been able to earn its respect.
- Have relevant senior level contacts in Government bodies, the Computer industry and the User community.
- Have the experience of working for the **public sector, the private sector, a partnership firm** as well as **large multinational** organisations.

Professional:

- Demonstrated success in **installing enterprise-wide systems** with strengths in business process re-engineering and strategic planning. Strong business acumen with the ability to prioritise conflicting demands for maximum business success. **Strong knowledge of ERP/MRP and general business systems** applications in a manufacturing setting. Proficient at **managing the needs and expectations of diverse users**, on the one hand, and the skills of applications developers and technical support personnel on the other
- Proven and significant **project management experience** while implementing multiple complex projects in parallel with small teams. Experience of managing a systems organisation with multi sites. Proficiency with current applications/trends. Direct technical

and management experience in **systems design, development and project management**

- **Strong technology orientation.** Technical knowledge of networking/communications, system design and hardware platforms including client server, midrange, LAN/WAN, AS/400, EDI, and executive information systems. A leader with experience of applying technology within a complex organisational structure. Am innovative and strategic, yet possess a **"hands on" approach**. Ability to work with legacy systems, including proprietary software, as well as **knowledge of state-of-the-art technologies and applications**.
- **Strong business perspective** with information technology knowledge, strong people leadership skills, and an interest in guiding the company in developing more efficient processes and systems. **Strong focus on consensus-building within & between different groups** and at all organisational levels combined with sound business judgement. Have the ability to promote organisational and employee performance improvement through leadership, personal example, teamwork, learning, and coaching. Demonstrated leadership skills, excellent motivator, **experience in building teams and taking calculated risks**. Ability to lead strategically while having technical knowledge and depth which gains respect of staff members.
- The ability to conceptualise and envision **possibilities for the future use of various information technologies** as well as the ability to foresee and analyse the outcomes of business directions and decisions prior to their execution. A thorough, up-to-date, knowledge of emerging information systems. Experience with the fantastic pace of growth of the internet business community
- Attuned with cultural sensitivity, my strategic thinking skills are balanced by a high need for implementation success. Technologically inquisitive however, I am comfortable bridging the gap between IT and commercial leadership.

In short "A doer not just a manager."

Professional & Other Interests:

Founder President of the **Lotus User Group**, an All India body promoting innovative usage of Lotus products. Currently Vice President of **IS India**, an All India body of Information Systems Professionals.

Associated with the Dr. A.K. Ghosh Committee appointed by the Government of India for the reorganisation of the Geological Survey of India, which reviewed all aspects of the organisation's functioning.

Keynote speaker at the series of "ERP 98" seminars organised by Cyber Expo.

Associated as a guest faculty member with various academic institutions and business schools such as IIFT, IMI, Fore School of Management, IIF, IIT Delhi etc.

CAREER OBJECTIVE:

Need to be in a total business role with profit centre responsibility or an apex Information Technology role. With long experience in a staff role, I feel I can do this admirably in an appropriate organisation with the right opportunity.

Place: New Delhi
Date:

(A.K.WAHI)

DETAILS: (Chronologically backwards)

EXECUTIVE DIRECTOR, WEBTEK SOFTWARE P. LTD. August 2000 to date:

WebTek Software is a wholly owned subsidiary of Dresdner Kleinwort Wasserstein which started commercial operations in Nov 1998 with 100 % equity participation from Kleinwort Benson Finance, Netherlands with the objective of developing world-class investment banking software in India.

As a member of the Board of Directors, am responsible for strategic planning, business development, staffing, general management and financial performance of Delhi operations besides responsibility for setting up the new Application Service Provision (ASP) division of the company. Train, direct and motivate a team of 55. Manage and coordinate operational action plans, establish work priorities, meeting time, cost and quality goals. Converted a lead to a large assignment.

CHIEF INFORMATION OFFICER (CIO), ICI INDIA LIMITED. July 1998 to July 2000:

Top management responsibility for the Information Technology and Knowledge Management activities at ICI India Ltd. ICI India is a large speciality chemicals multinational in India with a turnover of Rs. 1000 crores.

Reporting to the Board of Directors, was responsible for **Information Technology & Management Information Systems Functions across all Group Companies** as well as all Divisions of the company. With a divisionalised structure and a lean head office function, the company sought to make a quantum leap in its internal use of information technology. Board commitment to the transformation of the business through the deployment of leading edge solutions was high. Had been able to influence the Board where IT was seen as a powerful **cost saving and productivity enhancing tool**.

Role relating to Information Systems covered understanding how the business currently runs and how technology can improve and be applied to solve problems and improve operations so that IT is used to make better decisions and manage the business

- Have been the **architect/evangelist** responsible for assimilating all tactical and strategic direction from the Divisions, industry trends, and customer requirements into **cohesive roadmaps and clear technology directions**. This includes planning & policy issues, data resource management, applications resource management, and technology resource management.
- Developing Group wide strategic, operational and tactical plans for **ensuring alignment of IT with overall business strategies**, recognising the use of IT as a strategic business tool, and providing leadership and vision for the effective integration and delivery of business information services.
- Developing detailed **blueprints for the implementation of the IT initiative** dovetailed with the HR, OD or other Change initiatives simultaneously being implemented,
- IT enabled **re-engineering of business processes** throughout the group companies
- Evaluation, **selection and implementation of ERP/MRP packages** which included international packages such as SAP R/3, Oracle, BPCS, BaaN, MfgPro, Avalon etc. and local products such as Ramco Marshal & Mamis, under different environments like C, C++, Visual Basic, HTML, Java, Interdev, Oracle, MS-SQL, DB2, OS/400, UNIX, and Windows NT.
- Unparalleled understanding of when and where to leverage **out-source partnerships** and the experience of successfully managing such partnerships. Clinching the best deals for the organisation in the procurement of products and services while **managing a multi crore IT budget**. Work with outside vendors (the 'best of breed' of today's technology leaders like Microsoft, Oracle, IBM, Hewlett Packard, Dell, Bay Networks, Lotus Domino, and more), to schedule and implement system upgrades and/or enhancements
- Enterprise wide **communication solutions** including VSATs, Leased lines and Dial up facilities. Responsible for advancing **shared information architecture** throughout the

organisation. Familiarity with current standards in network and desktop hardware and software, file/print services, messaging / GroupWare, and LAN/WAN management systems for complex enterprise networks and large centres of geographically diverse computing resources. Responsibilities include **network architecture and design, building high availability, high reliability systems** that include mirroring and redundancy, implementing System and Network security tools and procedures. Knowledge and experience with SSL, encryption, Firewalls, Routers, as well as convergence of data and voice technologies. Involvement in upgrading of networks, remote access, business recovery plans and imaging/document management.

- Outsourcing development of a web-based dot-com solution Designing and developing **Electronic Commerce, EDI, Internet, Extranet and Intranet based enterprise-wide strategies and architectures**. Planning, designing and guiding the secure development of external and internal network computing environments, architecture and infrastructure (web, firewalls, etc.) including secure remote access infrastructure, including dial-in and dedicated communications with business partners. Providing web and application hosting services as well as eCommerce solutions to driving mission critical 24 x 7 delivery of a vertical Internet business-to-business web hosting service
- Strong & large scale **contract management, project management and vendor management experience for ERP implementation** while ensuring day-to-day operations of computer facilities and networks through proper interfacing with service providers.
- Member of the **senior executive management team** with a demonstrated ability to use benefits of IT to solve business issues while also managing costs and risks. Managed a budget of Rs.100 million, and motivated and directed more than 30 professionals. Demonstrated skill as an **exceptional communicator and team player who thrives in a collaborative, values-based environment**.
- Have been responsible for **internal consulting** and strategic development projects. facilitating business unit efforts to develop business plans and strategies, **leading cross-functional teams** to rationalise and improve processes. Other responsibilities included acting as member of **IT steering committee** of all the Divisions.
- Leading the group through a transition from the current systems & operations to an environment where **IT plays a mission critical role**.

Responsibilities included **technology, architecture, and application development**. Major functions included the development of multiple applications in various platforms in a client-server and web-based environment, and establishing the technology direction company-wide. Tracked record of success in **design, development, and large-scale technology implementation**.

SENIOR VICE PRESIDENT - HUMAN RESOURCES & INFORMATION SYSTEMS, VAM ORGANIC CHEMICALS LIMITED. November 1996 to June 1998:

Top management responsibility for three crucial departments at Vam Organic Chemicals. Vam is one of the leading chemicals companies in the country with a turnover of Rs.300 crores.

Reporting to the Chairman & Managing Director was responsible for the **Human Resources, Information Technology & Management Information Systems Functions across all Group Companies** as well as all Divisions of the company.

I. Responsibilities under Human Resources encompassed Planning, Strategy and Review

- i) Organisation structure **Design and HR planning**,
Linking HR needs with the Business Plans, Restructuring and Relocation of relevant people as per changes in business needs.
- ii) **Recruitment**, Induction and retaining technical staff,
particularly for senior and sensitive positions
- iii) Training and **Management Development**,
including the Management Trainee and Graduate Engineer Trainee schemes
- iv) **Performance Appraisal**, Promotions and Career Planning,
Based on quantitative targets linked to business plans

- v) **Employee Relations,**
Long term settlements, Productivity linked Incentives, Voluntary Retirement Schemes etc.
- vi) **Organisation Development & OD Interventions,**
Job evaluation, Job competencies, Assessment Centres, Psychometric testing, Outplacements etc.
- vii) Payroll Administration,
including Full and Final settlement cases
- viii) Statutory obligations & Welfare activities,
P.F., E.S.I., Health Insurance, Staff Colony, Educational subsidy etc
- ix) **Compensation Review**
Comparison with relevant industry segments, levels and geographic locations.

Had also set up formal systems and procedures in the Human Resources function from scratch.

- II. Role relating to **Management Information Systems** was similar to the one described above at ICI India Ltd.

Had been the key driver in creating the appropriate management structure to align technology to meet the organisation's aggressive growth and goals and had provided executive leadership, direction and supervision to implement and maintain a comprehensive plan to effectively apply information technology to achieve the organisation's mission, goals, and objectives.

Synergy between heading the MIS & HRD role:

Strong experience in the management of organisational change, group dynamics and facilitation of the cultural transformation experience, background in training design and delivery, understanding of corporate organisation, project management and supervisory skills, and process design experience.

Ability to work with others on a team and demonstrate leadership qualities. **Ability to manage a change implementation**

- III. I also looked after the entire process of **Planning, Budgeting and Performance Monitoring** for the complete organisation.

GENERAL MANAGER - HUMAN RESOURCES & INFORMATION TECHNOLOGY, APOLLO TYRES LIMITED. January 1995 to November 1996:

Head of two important Departments at Apollo Tyres. Apollo is one of the largest and fastest growing tyre companies in the country with a turnover of Rs.1250 crores.

Reported to the President and the Managing Director. Was responsible for the entire **Human Resources & Information Technology Functions across all Group Companies** as well as all Profit Centres viz. the Plants, Domestic & International Marketing & the Corporate Office.

Responsibilities in HR & IT were similar to those at Vam Organics, which are described above.

HEAD - INFORMATION SYSTEMS, NESTLE INDIA LIMITED. January 1986 to January 1995:

Group Information Systems Manager for Nestle operations in India. Nestle is one of the largest and well-known food companies in the country.

Reported to Executive Vice President (Finance & Accounting). Was responsible for setting up this function from scratch. Major responsibilities included:

- **Evaluation and acquisition of Computer hardware & software**
- **Design of MIS** for management after work rationalisation and system simplification

- **Managing Systems Development activities** through the IS Development Manager in respect of all commercial applications across all locations involving complex multiple projects. The different platforms used include **RDBMSs & 4GLs** like INGRES and INFORMIX under **UNIX**, standard international enterprise wide packages like **BPCS, CASE methodology** and tools like **Navigator / ADW**, WDOS/COBOL, MSDOS/DBASE, CLIPPER, Client Server based GUI front end tools like **Powerbuilder** and **WINDOWS based office automation tools** such as LOTUS, MS OFFICE etc.
- **Smooth implementation and support of signed off systems** with user departments through IS Support Manager and IS Support Executives at various locations.
- **Data communications** (both synchronous and asynchronous) across locations including factories, branches, head office and the principals in Switzerland using **Wide Area Networks**
- Setting up of **Local Area Networks** at various locations.
- Managing computer resources and data processing operations
- **Spreading the systems culture** through user interaction, seminars, workshops & training courses.

The organisation had 12 UNIX based minicomputers including RISC based HP 9000 servers, LANDMARK (Intel 80486 based servers) interconnected into a Wide Area Network based on TCP/IP over INET (the Indian Government's Public Data Network) using X.25 and X.28 connectivity, 6 WDOS based minicomputers, two AS/400 mid range computers, a LAN with 60 nodes at the Head office and about 60 standalone Personal Computer systems. Similar LANs existed at the 3 factories and 4 Branch Offices. Another 6 UNIX based minicomputers were on order with delivery expected in a month at the time of leaving. Had been responsible for induction of the latest state of the art technology into the organisation.

In terms of application areas computerised the following were important:

PLANNING & CONTROL APPLICATIONS:

1. HO & Branch Sales and Distribution Planning
2. HO Production Programming
3. Factory Finished Goods Movements and Warehousing
4. Mother Go-down Operations

TRANSACTION PROCESSING & REPORTING APPLICATIONS:

1. Financial Accounting at all locations
2. Stocks and Sales Accounting
3. C & S Operations
4. Customer Data Base
5. Materials Accounting
6. Payroll
7. Milk Accounting and payments
8. Fixed Assets control

MANAGER (MANAGEMENT SERVICES), SHRIRAM FIBRES LIMITED. August 1984 to December 1985:

Shriram Fibres Ltd. is a large nybn tyre cord manufacturer. Reported to Vice President (Planning & Diversification). This job also involved setting up the function afresh in the organisation. Responsibilities were similar to those at Nestle.

CONSULTANT / SR. CONSULTANT, A.F.FERGUSON & CO. April 1979 to July 1984:

A.F.Ferguson & Co. was the Indian associate of KPMG Peat Marwick and amongst the best known auditing and management consulting firms in India. Responsible for business development as well as for project management on time and cost parameters. Interaction with top management while conducting and supervising during the design and implementation stages a wide range of consulting assignments for small, medium & large organisations in the public & private sectors in the following areas:

- **Review of organisation structure, staffing, personnel policies, job evaluation and salary restructuring.**
 - Typical clients:

- | | |
|----------------------------|---|
| 1. Modipon Limited | 2. Usha International |
| 3. Shriram Fibres Limited | 4. Indian Handicrafts |
| 5. Indian Defence Services | 6. Motilal Pesticides (India) Pvt. Ltd. |

- **Marketing strategy determination and market surveys.**

- Typical clients:

1. Delhi Flour Mills Limited	2. Backau Wolf India Limited
3. National Seeds Corporation Limited	

- **Corporate planning, diversification, opportunities identification, feasibility studies, project appraisals, organisational diagnostics, operations management including TQM, TPM etc. and rehabilitation of sick units.**

- Typical clients:

1. Sigma Structures (P) Ltd.	2. Ranbaxy Laboratories Limited
3. Punjab Agro Ind. Corp. Ltd.	4. New Okhla Ind. Dev. Auth. (NOIDA)
5. Pradeshiya Ind. and Investment Corporation of U P Limited (PICUP)	

- **Development of systems in finance, accounting, costing, budgeting and MIS, project and cost monitoring etc.**

- Typical clients:

1. Vam Organic Chemicals Ltd.	2. Haryana Urban Dev. Authority (HUDA)
3. Stainco Enterprises (P) Limited	4. National Thermal Power Corporation Limited (NTPC)

- **Recruitment for senior managerial positions.**

CORPORATE PLANNING ENGINEER, BHARAT HEAVY ELECTRICALS LIMITED. June 1975 to April 1979.

Bharat Heavy Electricals Limited is a heavy electrical equipment company of the Government of India. I was responsible for:

- i) Divisional, functional and product Budgeting & Management information reporting.
- ii) Investment planning, capital budgeting & project review and monitoring.
- iii) Long range perspective planning.