

SENIOR DIRECTOR

Senior level transformation executive focused in value creation by creating strategic vision and executing them by harnessing people potential to the fullest, IT system automation, data and process governance and deploying industry standard business practices.

Strategic Vision Development | Value Creation | Change Management | Program Management
Team Building | Business Transformation | Continuous Process Improvement

KEY ACCOMPLISHMENTS

- Conceived business transformation strategies for organizations to realize value incrementally that is measurable
- Delivered consistently business critical programs on time and on budget using Agile transformation techniques
- Successful in creating high-performance teams by empowering individuals to challenge self, lead by example and using active mentoring techniques

EXPERIENCE

EVRAZ North America | Chicago, IL

Aug 2013 – Present

EVRAZ North America is an integrated steel company with six steel making facilities across US and Canada grown through acquisitions over the years. As an IT transformation executive reporting to the CIO of the company, Murali led several finance and business transformation initiatives across the company.

Key Achievements

- Chart of Accounts Standardization resulting in month-close and **consolidation cycle reduction from 10 days to 5 days**
- Transaction services consolidation resulting in **head count reduction from 8 to 4** in the Accounts Payable department
- Financing System consolidation and reporting optimization by retiring several legacy financial systems and by launching modern **self-service reporting and analytical** tool resulting in reporting standardization across all business units
- Implementation and Standardization of Equipment Asset Maintenance program resulting in **Maintenance cost and asset visibility** and a path to **measure OEE (Overall Equipment Efficiency)** across all business units
- Master Data Governance resulting in enforcing data standards across business units by empowering business data stewardship
- Presented and **led strategic and business case development** discussions with C-level executives (particularly with Global CFO) on the need for value stream analysis, transformation map for Enterprise Systems, and presenting in several steering committee meetings for Business Transformation programs like Finance system consolidation, Workday implementation, **Project costing implementation for a large CAPEX Investment initiative in the range of \$600M**

Senior Director, IT / Enterprise Applications

Apr 2019- Present

- Directed an enterprise wide maintenance system program across 3 locations and 5 steel mills that had a favorable impact on maintenance cost optimization while establishing data and process governance by measuring critical KPI metrics across the company
- Led and executed critical enterprise level multi-disciplinary business transformation initiatives by nurturing business partnership and adopting industry best practices using agile transformation methods

Director, IT / Enterprise Applications

Apr 2016 – Apr 2019

- As a program manager for several enterprise initiatives like upgrade of financial systems and consolidation of financials, led multi-faceted teams that comprised of leads from several business functions, offshore consultants, third party vendors and IT staff
- As a program manager delivered various CAPEX projects on time and on budget ranging from \$50K to \$2M
- Managed OPEX budgets of approximately \$1M consistently without any over-runs

Manager - Financial Systems

Aug 2013 – Apr 2016

- Led and facilitated Value Stream Analysis (VSA) across 6 locations and 12 steel mills for major business processes culminating in the development of a 5 year enterprise business system transformation strategy roadmap using transformation maps by presenting
- Identified and led several RIE (Rapid Improvement Events) and VCO (value creation opportunities) from VSA and executed them through Continuous Improvement programs resulting in making impact to the tune of \$2M

Booz Allen Hamilton | Dayton, OH

Jul 2009 – Aug 2013

Booz Allen is an American management and information technology consulting firm helping all branches of the US military in the area of consulting, analytics, digital solutions, engineering and cybersecurity. As a lead associate, worked with senior leadership in the firm to cultivate an ERP CoE (Center of Excellence) and pitch pursuits in bidding for large ERP transformation programs

Key Achievements

- Developed technical solution strategy for several **ERP Proposal development** for various defense agencies
- Led the critical **working capital financial reconciliation** stream for **Logistics Transformation Program (Expeditionary Combat Support Services – USAF)** resulting in a solution signoff from the DFAS (Defense Financial Accounting Service)
- Led the **data team for Asset Maintenance Improvement Program (USAF – Air Force Civil Engineering Center AFCEC)** as a PMO resulting in standardized data for the USAF maintenance assets in the 250 air force bases across the globe
- **Led the WLC (Workforce Leadership Council)** in the Dayton office by conducting several sessions for the Dayton office consultants in areas of ERP, Logistics transformation and Proposal development

Lead Associate

Jul 2009 – Aug 2013

- Led a complex Cash Reconciliation team of 16 consultants for a large logistics transformation program for USAF and provided critical solutions by presenting to the DRB (Design Review Board) of the Air Force
- Designed and developed a data acquisition strategy for a COTS solution to support AFCEC
- Led several discovery and design sessions with the Chief Civil engineer of the AFCEC as an IPT lead for Operations for facility and supply management to develop an end-to-end solution
- Developed a data governance roadmap in the management of Enterprise Environment Safety and Occupational Health (ESSOH) system
- Developed technology solution strategy for a large proposal for USAF financial system upgrade
- Managed and mentored 2 lead associates and several associates as a career manager by conducting 360 degree annual performance assessments and presented to Booz Allen leadership and assessment board

Panduit | Tinley Park, IL

Apr 2008 – Jul 2009

Panduit is a global manufacturing company of providing physical infrastructure with products to support industrial electrical and network infrastructure needs. As an IT Delivery Manager, worked with CIO and VP supply chain to deliver innovative solutions to address cost efficiency across the business

Key Achievements

- Implemented **an enterprise project and program management tool** to establish a corporate PMO office
- **Led and managed a travel and expense solution** for Panduit salesforce globally
- **Led and managed a time and labor solution** for the entire company that resulted in building a tool for VP of operations to **track labor efficiency for all the manufacturing operations**
- **Implemented a treasury solution** for the company to satisfy the changing treasury needs of intercompany transactions

IT Delivery Manager

Apr 2008 – Jul 2009

- Led business projects and executed in the most cost-effective way using internal IT and business resources
- Worked with executive leadership from the business to provide value based on the data collected and using innovative IT system solutions
- Delivered a major initiative for the cHRO (Chief Human Resource officer) by implementing an enterprise time and labor system across the company
- Helped the controller of the company enforce compliance on travel and expenses by implementing and developing rules in the system to provide greater transparency of expenses

City of Chicago | Chicago, IL

Apr 2005 – Apr 2008

City of Chicago is the third largest city in continental United States in terms of population serves approximately 3M population with an annual corporate fund budget of approximately \$4B. City of Chicago embarked on a large ERP implementation in the year 2001 and Murali was hired to implement a large Business Process Re-engineering initiative by the Deputy CIO and Deputy Comptroller.

Key Achievements

- **Led and managed a large business process re-engineering project** for the finance department resulting in retirement of an old legacy mainframe system
- **Led City of Chicago integration with other city sister agencies** like Chicago Public Library
- **Formed a team of consultants by hiring appropriate talent** for the Deputy CIO office to work on key initiatives in the city

Consultant/Project Manager

Apr 2005 – Apr

2008

- Managed execution of a large business process re-engineering initiative embarked upon jointly by the Comptroller's office and Department of Innovation and Technology CIO office
- Presented to the Mayor's office on a technology roadmap for the City of Chicago to consolidate all billing systems using integration architecture
- Delivered solutions to integrate city financial system with various city sister agencies using SOA architecture and APIs

Key Achievements

- **Led a team of 6 onsite and 5 offshore consultants** to deliver critical work stream by providing **approximately 83 solutions for GAPS identified in COTS ERP HR/Payroll solution** for the Human resources department of a large conglomerate (Cendant Corporation)

Senior Consultant

Jul 2004 – Apr 2005

- As a extensions team lead, managed delivery of approximately 200 GAPS identified in a COTS ERP solution for a HR/Payroll implementation for Cendant translating to approximately \$1M of additional revenue requiring solution presentation to client executive sponsor, ERP vendor product development team and partners of the firm
- Successfully demonstrated on-time delivery by adopting Agile development and testing methodology

Oracle Corporation | Chicago, IL

Sep 1999 – Jan 2004

Key Achievements

- As an **technical manager**, led teams of 8 on-site and off-shore consultants to deliver an **ERP solution for the City of Memphis** while working as a technical lead for **City of Chicago on a large ERP implementation**
- As a consultant for a large seat belt manufacturing company, **turnaround a implementation** that was completed by another system integrator in the **area of Demand Planning and Advanced Supply Chain Planning**

Principal Consultant

Apr 2005 – Apr 2008

- As a principal consultant, worked on several critical client engagements as a programmer, technical lead, solution architect and a liaison between the clients and product development teams in Oracle corporation
- Worked on a large ERP implementation project for City of Chicago as a turnaround team to

FIJUTSU America | Milwaukee, WI

Jun 1998 – Sep 1999

Key Achievements

- As an programmer/system analyst, developed business process workflows for **Underwriting division of Northwestern Mutual Life** for the **Variable Universal Life, Variable Executive Life** products

MASTEK LTD | Mumbai, India

Jun 1995 – May 1998

Key Achievements

- As an **programmer/system analyst**, worked with **NZ and Australian Hospitals** in a large **Hospital management system ORA*CARE** that was rolled out to all **NZ and Australian public hospitals**
- Key areas of responsibility was to utilize **CPI (Central Patient Index)** system and integrate with morbidity data and diagnosis data (using **ICD9 Classification**) to enable **Admissions, Discharge, Patient Accounting** and other ancillary capabilities in **ORA*CARE** system

EDUCATION

Indiana University, Kelley School of Business, Bloomington, IN

Master of Business Administration

May 2020

Graduate Certificate in Business Analytics

Aug 2012

Institute for Technology and Management, Mumbai, INDIA

Master of Science in Computer information Systems

Jun 1994

Mumbai University, Mumbai, INDIA

Bachelor of Science in Physics

Jun 1992

ADDITIONAL

- Business Process: Procure-to-Pay, Order-to-Cash, Hire-to-Pay, Record-to-Report, Inventory and Product Costing, Maintenance
- Technical: SQL, Tableau, Power BI, Azure, @Risk, Oracle E-Business Suite, Planning and Budgeting Cloud, EPICOR, TRIRIGA, KYRIBA, Blackline, Concur
- Certifications: CPIM, CSCP
- Awards: Performance award twice in Booz Allen Hamilton
- Languages: English, Tamil, Hindi
- Personal interests: Travelling, Hiking, Reading