

## Chief of Marketing Strategy & Operations, MuSigmas Consultants S.L.

*Rich experience in Marketing Operations, Budget Strategy & Spend Management, Campaign Management  
Process creation, Scaling the function across different Geographies.*

SALES & MARKETING OPERATIONS, FIELD MARKETING, PROCESS CREATION EXPERIENCE OF 25+ YEARS. PASSIONATE ABOUT EXECUTION OF STRATEGY THROUGH REPEATABLE, RELIABLE PERFORMANCE AND STANDARDIZATION, EFFECTIVELY TRANSLATE BUSINESS OBJECTIVES INTO OPERATIONS AND EXECUTION. BUILDING AND COACHING TEAMS FOR BUSINESS EXCELLENCE.

PROBLEM SOLVING AND COLLABORATIVE STYLE OF WORKING WITH PROVEN TRACK RECORD OF CONSISTENTLY ACHIEVING RESULTS WITHIN A FAST-PACED CONSTANTLY CHANGING ENVIRONMENT. HANDS ON EXPERIENCE IN TOOLS AND PROCESSES. CULTIVATED AN ENVIRONMENT OF OWNERSHIP AND EXCELLENCE. BLOSSOMED IN CHALLENGING AND DYNAMIC BUSINESS ENVIRONMENTS ALONG WITH AN ABILITY TO MOTIVATE AND INFLUENCE TEAM MEMBERS AND PEERS.

DESCRIBED AS CONSISTENT, COLLABORATIVE, PASSIONATE, AMICABLE, CONFIDENT AND A PROBLEM SOLVER. BELIEVE STRONGLY IN TEAMWORK, TRANSPARENCY, CAREER ADVANCEMENT OPPORTUNITIES, MENTORSHIP

### CORE COMPETENCIES

Budget & Investment Insights

Spend Management & Operations,

Practical Problem Solving

Influencing Skills

Skilled in Conflict Resolution

Excellent Collaborator

### Awards & Accolades

- **Winner of Unsung Hero, Global Marketing Summit: 2022**
- **Impact Team Award, Asia Pacific Japan: 2018**
- **VMware EPIC2 Award Winner: 2015** [EPIC2 Values: Execution, Passion, Integrity, Customers, Community]

### Career Success

**MuSigmas Consultants S.L.**

**Mar 2025 – till date**

MuSigmas Consultants empower clinical trialists to design faster, cost-effective, and regulatory-compliant trials through advanced statistical strategies.

#### Chief of Marketing Strategy & Operations

Orchestrating marketing strategy development and optimizing operations to support growth. Providing strategic leadership in designing and executing integrated marketing. Responsible for composing comprehensive marketing strategy development and driving operational optimization to support sustainable business growth. This includes analyzing market opportunities, streamlining internal processes, and ensuring the seamless execution of initiatives that enhance brand visibility, customer engagement, and revenue performance. Heightening operational framework and aiming to position the organization as an innovation leader within the global life sciences ecosystem.

**VMWARE SOFTWARE, Bangalore**

**July 2011– Dec 2023**

#### Director, Global Marketing Strategy and Operations [Nov 2020 – Dec 2023]

*In 2020, as a part of Kaizen, I was hand-picked to lead and execute the Marketing Spend management and execution function for the Global Demand Team and the three Geographies [AMER/EMEA/APJ]. This role is a part of the Global Marketing Strategy & Operations vertical under CMO. Responsible for enabling the Geo Leaders to make informed decisions, aligned to CMO Objectives, by articulating the strategies and laying down the framework for planning and execution. Managing efficiently all stakeholders in a highly matrixed organization across multiple countries and time zones. Manage complex operational issues, focusing on operational compliance with respect to local regulatory requirements.*

- **Planning, Budget & Spend Management:** Currently manage OPEX Marketing funds of \$80 million USD and oversee Marketing Development Funds of \$100 million USD Annually, which is 15% more than last FY. Additionally facilitate execution of \$2 million Intel co-marketing funds. Also, manage the Marquee Event, 'EXPLORE', regional event budget of \$4Mil for APJ and LATAM.
- **Focus on Measurable Results and Valuable Outcomes** that support the Marketing Goals and OKRs [Objectives & Key Results].
- **Work on Strengthening the Spend Management function** across the 3 Geos and the Global Demand Teams under one umbrella of Strategy & Operations, from erstwhile silo operations in Geos.

- **Ensure standard processes are established** by partnering with Field Marketing Teams across Geos and other function areas with process dependencies.
- **Escalation point for operational issues**, providing leadership guidance for resolution.
- **Operate well individually in the face of ambiguity** and translate this leadership to individual contributors.
- **Create strong partnerships with business partners** working across cultural and geographical borders to meet our overall organization's goals.
- **Continue to build and lead the operations team**, supporting the Field Marketing teams across the Geos. Delivered more with less resources. Leveraged the potential of each team member and succeeded in creating the new consolidated approach to operations. Provide coaching and mentoring to improve performance and drive career development. Work on Career Development & Succession Planning.

**Director, Marketing Strategy and Operations, Asia Pacific Japan [Aug 2019 – Oct 2020]**

- Responsible for making informed decisions aligned to the Global and APJ Marketing Strategy, Policies and Framework, adhering to Compliance.
- Worked with Key Stakeholders to implement the set Strategy for Agile Operations
- Organized and Coordinated Operations and Executed in ways that ensure maximum productivity.
- Led Change, support Operational cadence, gave perspectives and new ideas to solving problems.
- Advisor to country Marketing Directors for all marketing operational decision making.
- Translated KPIs to stakeholders and substantiated with effective Reporting Data.
- Managed a Resilient, Agile Team which is capable of navigating through complex situations and operate in a culture of simplicity and work towards continuous improvement.

**Sr. Manager, Head of Marketing Strategy and Planning, Asia Pacific Japan [Jun 2015 – Jul 2019]**

- Was responsible for Marketing Strategy, Planning & Operations for Asia Pacific Japan region.
- Provided business critical insights and actionable analysis to the marketing teams across APJ.
- Worked with a variety of cross-functional teams and ensured alignment of goals and execution.
- Worked with the APJ Mktg Team for their Budget Forecasting, Planning and Management.
- Led the development of annual, quarterly budget plans to align the marketing activities with sales goals and product focus.
- Managed Marketing Campaign Operations and Reporting, Monitored the marketing metrics and analytics data, to provide critical information for investment planning. Determined key strategic actions for continuous improvement.
- Ensured compliance of policies and managed projects with tight governance, delivered on schedule.
- Led and mentored the team.

**Marketing Operations Manager, Asia Pacific Japan [Jul 2011 – Jun 2015]**

- Was responsible for Management of APJ level Budget & Plan. Owned end to end Budget process for APJ Marketing.
- Set up the APJ "Marketing Service Bureau" in Bangalore, servicing all six countries and pan APJ region for all operational work. This model became one of the Best Practices and other Geos adopted the same to facilitate operations. Assisted the Global and EMEA region teams in setting up the same model.
- Ensured successful coordination with Corporate Budget Owners on Processes, Budget Release and Rebalances.
- Was responsible for building training, cheat sheets and recordings for on-boarding and all variants of Budget & Plan Process.
- Enabled the team for Process Compliance Monitoring & Coordination. Budget Reporting - on multiple dimensions.
- Leveraged best practices from other Geos.

**Marketing Operations Lead, India (working for VMware from Tempbridge Networks) [Nov 2009-Jun 2011]**

- Was responsible for all Marketing Operations related activities for India as a region.
- Handled end to end marketing operational processes.
- Managed the Marketing Database
- Was responsible for Lead Upload and Monitoring Lead progress.

Maternity break: Nov 2007 – Nov 2009 (2 Years) I am a mother of twin children.

**Early Career Experience**

**Samsung Electronics, Delhi, Bangalore** | Mktg Manager, Information Technology (location: Delhi) and Consumer Durables (location: Karnataka) | Aug 2002 – Nov 2007

**EXXONMOBIL, Kolkata** | Customer Service Executive, Managed C&Fs for WB, Orissa, and Bihar – | Mar 1999 – May 2002

**PCS INDUSTRIES, Kolkata** | Sales Operations Analyst, Reporting & MIS for Sales Team | Jan 1997 – Nov 1998

**Education**

**PGDHRM, IISWBM, Kolkata, 1998-2000**

**Master's in Political Science, University of Calcutta, 1995**

**Bachelor's in Political Science, Lady Brabourne College, University of Calcutta, 1993**

**Personal Interests**

Theatre Enthusiast, Learning Hindusthani semi-classical music, Amateur Emcee,  
Associated with few NGO groups, Yoga practitioner, Spiritual Seeker