ASHWIN SANKARAN

Strategic Program Leader / Director Enterprise Applications / Enterprise Architect

CONTACT

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AREAS OF EXPERTISE

- **Enterprise Architecture**
- **Product & Program Management**
- **Digital Transformation**
- **AI / ML Expertise**
- **Strategic Planning & Execution**
- **Budget & Financial Management**
- **Technology Consulting**
- **Data Analysis and governance**
- **Agile Framework Expertise**
- **Performance Monitoring**
- **M&A Expertise**
- **B2C and B2B**
- **Generative AI**
- **Systems Integration**
- **Leadership**
- **Cost Efficiency Optimization**
- **Stakeholder Engagement**
- **Cloud Services**
- **Technical Acumen**
- **ERP Migrations**
- **Collaboration & Teamwork**
- **Exceptional Interpersonal skills**
- **Multi-tasking**
- **Attention to Detail**
- **Creative Problem Solver**

EDUCATION

Master of Science (GPA: 3.5/4.0)
Central Michigan University, MI, USA

Bachelor of Engineering (GPA: 3.7/4.0)
Bharathidasan University, Trichy, India

Executive Course:
Artificial Intelligence: Implications for Business Strategy Certificate from MIT (July to Oct 2024)

CERTIFICATIONS

- **Certification of Scrum Master, Scrum Alliance. Received - Dec 2019**

- **Certified Scrum Product Owner, Scrum Alliance. Received – July 2021**

PROFESSIONAL SUMMARY

Results-driven IT Leader with **20 years of experience**, including over a decade in senior leadership roles, specializing in **AI/ML integration within enterprise applications across CRM, Marketing, Order to Cash, Sales, Support, Billing, Finance, and HR**. Adept at leading **digital and business transformations** across diverse industries such as SaaS, Non-profit, Educational, Retail, Utilities, Manufacturing, and Consumer Goods. Proven expertise in leveraging **AI/ML for predictive analytics**, automation, and process optimization, strategic advisory, driving innovation and operational efficiency, full lifecycle development, and implementation of advanced technology solutions. Recognized for exceptional problem-solving, strong leadership, and strategic vision, driving operational efficiency and optimizing enterprise solutions. Seeking to leverage expertise in a dynamic organization to deliver impactful results.

TECHNICAL SNAPSHOTS

Marketing Tools: Marketo, Pardot, Segment, 6Sense, DNB, ACS, Braze, Evergage, GTM, Hubspot, AEM
Sales Tools: **Salesforce Sales Cloud, Commerce Cloud and CPQ**, **Conga CPQ, Conga CLM**, Clari, DocuSign, Conga Sign, Conga Composer, Outreach, Rainking, ZoomInfo, Spiff, MRP, Mintigo, Cvent, Eventbrite
Customer Success Tools: Salesforce Service Cloud, Communities, Financial Force, Gong, Docebo, Gainsight
Finance Tools: NetSuite, Intacct, **Adaptive, Anaplan**, Stripe, Digital River, Zuora, MetraNet, Versapay, Avalara, MineralTree, Concur, ADP, Conga Billing, Navan, FloQast
HRIS Tools: Workday, Greenhouse, Smart Recruiters, Blackbaud, Percipio, Namely, BambooHR
Analytics Tools: Snowflake, PowerBI, Google BigQuery, Quick Base, Skilljar, Adobe Analytics
Middleware & IT Tools: ServiceNow, Zendesk, FreshService, Celigo, Boomi, Zapier, Workato, Fivetran, Auth0
SAP Technologies: SAPR/3 4.7/4.6C, SAP S/4HANA, SAP CRM 4.0/ 5.0/ 2007, Vistex, Triple Point
Cloud Storage: Azure Blobs, Amazon S3, AWS
Modeling Tools: Enterprise Architecture 9.3, ARIS, MS Visio, Gliffy, LucidChart, Miro, Figma

PROFESSIONAL EXPERIENCE

Clients: NOBULL, In Control Family Foundation, FRC   **July 2024 - Present**
Director, Enterprise Systems / Strategic Technology Executive

As a **Strategic Program Leader**, lead through several **digital transformation** initiatives across In Control Family Foundation, Food Rescue Collaborative and NOBULL.
- ❖ **Setup roadmap, planning sessions and QBRs** with stakeholders for technology initiatives.
- ❖ **Setup KPIs and OKRs for program effectiveness to ensure timelines, resources and risk management.**
- ❖ **At NOBULL**, lead through all the **digital transformation** of the Ecommerce, order to cash, P2P, 3PL / WMS and FP&A initiatives. Setup program roadmap**, conduct workshops, capture user stories and requirements for optimizing GTM **processes with Shopify, NetSuite and 3PL.**
- ❖ **Led through new dropship partnerships with Lifetime Fitness, Liv golf with Edi capabilities**
- ❖ **Led through M&A activities to consolidate Public Rec and NOBULL ERPs and HCM platforms.**
- ❖ **Identified master data issues** and led through data cleansing for accurate reporting including overhaul MDM strategy, data architecture and middleware strategy to optimize all the integrations.
- ❖ **Managed various cross functional stakeholders** and lead through all agile ceremonies.
- ❖ **At In Control,** lead through comprehensive **digital transformation** of core operations within Finance and GTM, including **Salesforce Sales and Commerce cloud setup, (A/P, A/R, Accounting, Rev rec and Billing processes) within NetSuite**, and payments. Introduced **AI capabilities** to improve operations.
- ❖ **At FRC**, provide **strategic technology advisory** to drive technology initiatives to address critical inefficiencies in food rescue and supply chain operations. Setup real-time data hub, **AI / ML models** to optimize logistics between delivery trucks, and agencies, to minimize food insecurity across communities.
- ❖ **Setup Agile framework and Scrum best practices** in managing backlog, planning, review, user story creation with acceptance criteria and prioritized several initiatives.

Environment: Salesforce (Marketing, Sales & Commerce Cloud), NetSuite, Workday, Shopify, WordPress, Quickbase, Active Campaigns, Cvent, Workato, Zapier

Conga, Boston MA   **Jun 2022 – Jul 2024**
Director, Enterprise Applications

As a senior leader in Business Applications function, **partner with C-level executives** to design the business process framework, manage the technology roadmap for **digital transformation**, and oversee solutions assessment, design, implementation, and operations in **GTM, Finance, Legal and HR.**
- ❖ **Drove the execution of large GTM, Finance, Legal and HR programs,** managing a portfolio of digital transformation projects Managed the overall enterprise applications **budget of approximately $3M.**
- ❖ **Spearheaded 30+ strategic initiatives within the CFO and CIO offices**, including post M&A Salesforce consolidation, **ERP migration from Intacct to NetSuite**, **AI transformation use cases**, **Conga CLM implementation**, **Finance process transformations across A/R, A/P, Billing, Accounting, Rev Rec, FP&A with FloQast, Anaplan,** Avalara, MineralTree and Versapay and **resolution of ~$8M order to cash discrepancy with SF CPQ** and **NetSuite**, **ServiceNow Automation with ERP and CRM.**
- ❖ **Implemented PMO framework,** ensuring budgets, timelines, scope of projects, tracking KPIs to meet program operational efficiency targets.
- ❖ **Led through reimplementation of Workday** across all modules including Payroll, Benefits, Talent Management, Performance Management, Advanced Compensation, Recruiting, and Security.

- **Partner with the CMO and CRO to optimize the GTM processes and transform Salesforce**, including enhancing the trial experience, implementing an omni-channel strategy, pipeline, forecasting and commissions, Customer Data Platform (CDP) implementation and multi-touch attribution.
- **Implemented agile framework and scrum of scrums,** ensuring adherence to all agile ceremonies with backlog grooming, Sprint planning, Stand-ups, Sprint Review and Retrospectives. Ensured standards are followed with user story, epics and acceptance criteria.
- **Managed migrations** including SF to Conga's platform for CPQ, CLM, Adaptive planning to Anaplan T&E Concur to Navan, and ATS (Workday to GH).
- **Managed 20-member high performing Scrum teams** across (**Salesforce, NetSuite, Workday**) and setup OKR framework.
- **Managed relationships with stakeholders** across Sales, Marketing, Finance, HR, and ELT members, including Accounts Payable, Accounts Receivable, Purchasing, Accounting, Collections, Billing, FP&A, Compensation, Payroll, and Benefits. Proactively managed risks and drove resolutions.
- **Engaged with 10+ vendors**, including Oracle ACS, Mercer, Kforce, Crowe, and Cross-Country Consulting.
- **Led system evaluations within the Finance, HR, and GTM ecosystem**, including ERP (Intacct, Workday), T&E platforms (Navan, Ramp, Coupa), FP&A tools (Anaplan, Adaptive), ATS (Greenhouse, Smart Recruiters, Workday), AP Automation (MineralTree), Close Automation (FloQast), and Payment Processors (Versapay, Stripe).

Environment: Salesforce (CPQ, Sales and Service Cloud), NetSuite, Sage Intaact, Conga (CPQ, CLM), Workday (Payroll, Benefits, Performance, Talent, Advanced Comp), Concur, ADP, Anaplan, Adaptive, Avalara, ServiceNow, FloQast, Workato, 6Sense, Financial Force, Greenhouse, Smart Recruiters

Izotope, Cambridge MA	Mar 2021 – Apr 2022

Sr. Business Systems Solution Architect / Assoc. Director

As a **senior leader in the GTM/Commercial team, spearheaded transformative initiatives** for new subscription model and enhanced critical systems, including CRM (Salesforce Sales Cloud, CPQ), ERP (NetSuite), HR(Workday), **Marketing Tech stack (Marketo, Adobe AEM, ACS),** and e-Commerce (Digital River)
- Managed the strategic **CIO and CFO office program and product portfolio** for GTM (CRM, MarTech), and Finance (ERP) functions.
- **Led strategy development with cost analysis and execution of multiple key initiatives**, including **Finance digital transformation with Netsuite** for OTC, P2P and R2R processes**,** Salesforce CRM modernization with the **AI/ML models for pricing strategy,**
- Translated complex **legal, procurement, and sales requirements** into scalable CLM workflows, reducing contract cycle time by **35% streamlining contract authoring, negotiation, approval, and execution.**
- **Led through several Workday initiatives** including consolidating global processes between US and Germany for Payroll, Benefits, Performance Management, Advanced Compensation, and Open Enrollments.
- **Setup PMO Center of Excellence** across globally and **managed 12 members across multiple scrum / Agile teams. Setup agile framework** and led through all the agile ceremonies (grooming, planning, stand-up, review and retrospectives).
- **Upon NI M&A, managed the cutover activities for processes around ERP and HCM consolidations across Izotope and Native Instruments**
- **Setup ITSM standards with ServiceNow** in **change management, automation and integrations between ServiceNow and ERP/CRM platforms (eSAP, Workday, Salesforce), reducing manual effort by 25%**
- **Key outcomes** included **20% increase** in overall revenue due to subscriptions at the end of first year, operational efficiency through AI pricing model improved order processing workflows by **40%** and personalization strategies **reduced CAC by 20%.**

Environment: Salesforce (CPQ, CLM, Sales and Service Cloud), Netsuite, ServiceNow, Workday (Payroll, Benefits, Performance, Talent, Advanced Comp), Digital River, Google BQ, Zapier, Boomi, Adobe Analytics, Fivetran

Carbonite, OpenText, Boston MA	July 2019 – Mar 2021

Product Manager / Principal Business Systems Analyst

Oversaw multiple Scrum teams for a critical initiative within the CTO org focused on transforming Carbonite's CRM and billing platforms, managing the execution of the program with a budget of ~ **$2.5 million**. Implemented strategic processes for development and quality assurance methodologies.
- **Led high-impact initiatives within the Order to Cash function**, **defining the product roadmaps**, including the seamless consolidation of **GTM processes, Salesforce CRM integration, and ERP migration from NetSuite to Zuora using Salesforce CPQ.**
- **Upon OpenText M&A, strategized the To-Be Architecture** of consolidated the optimal Business processes including **ERP migration into SAP S/4 HANA,** Omni-channel strategy with the Martech and Sales systems stack and identified the optimal GTM processes, and SF data governance.
- Setup workshops to establish **Carbonite Selling and Finance Guidelines**, focusing on revamping CRM processes, SKU rationalization, pricing and discount frameworks, partner strategies and revenue recognition rules with ASC 606.
- **Key outcomes included 25% annual reduction in IT maintenance expenses saving Carbonite approximately $1.2 million annually** and improving efficiency gains by **accelerating Finance close by 2-3 days.** Finally, Carbonite was able to **meet 5% YoY subscription growth targets.**
- Supervised **5 BAs and 15 engineers**, establishing a **PMO/Business Analysis Center of Excellence and implementing an effective OKR framework.**

Environment: Salesforce (CPQ, Sales Cloud, Marketing), Netsuite, Zuora, SAP S/4HANA, Zendesk, Workato, Lucidchart, PowerBI

Quick base, Cambridge MA	July 2014 – July 2019

Sr. Product Manager / Lead Business Analyst

As a **senior leader in Business Operations**, enhanced the technology landscape to support company objectives, managed vendor relationships across multiple projects, and ensured timely completion and resource optimization for effective project delivery.
- **Managed the Product roadmap with various business teams delivering Quickbase solutions across multiple customers within all segments.**
- **Partnered with the CRO & CMO** to rearchitect the Marketing Tech stack**,** MDM strategy while streamlining the GTM roadmap.
- **Led through** MDM and CDP implementations**, ERP Migration**, middleware setup and utilized Sirius Decisions framework, DNB waterfall techniques.
- **Partner with HR leadership to optimize Workday business processes** and 100+ integrations around onboarding / offboarding, recruiting, talent, payroll, benefits and compensation.
- **Key outcomes** included reducing redundant marketing applications leading to $2 million in annual savings, improved operational efficiency of lead conversion by 30% ultimately leading to 5% improvement in EBITDA and improved NPS scores with Customer Service.

Environment: Quickbase, Salesforce, Zuora, NetSuite, Workday, Outreach, AWS, HubSpot, Marketo, D&B, Hoovers, Skilljar, Eventbrite, Visio, Gliffy, Rainking, ZoomInfo, Mintigo, Cvent, Motivaction, Integrous, Evergage, AWS S3, PowerBI

Prevatek Development, North Andover MA	Oct 2013 – May 2014

Project Manager / Business Systems Analyst – Professional Services

As a **project manager**, successfully managed multiple projects for diverse end customers, streamlining internal business processes and standards related to development and quality assurance. This enhanced organization and efficiency within the teams, leading to improved project outcomes.
- **Handled the ongoing engagement of 300+ customers across U.S, prioritized projects weekly and created SOW for all services.**
- Managed the internal engineering and product teams to prioritize customer requests.
- Facilitated process improvements that optimized project execution timelines and reduced operational overhead.
- Managed resource allocation and tracked project progress, ensuring key milestones and deliverables were met within scope, schedule, and budget.
- **Setup KPIs** to track customer engagement and ensured continuous improvement based on customer feedbacks.

MetraTech Corporation, Waltham MA *Sept 2011 – Sept 2013*

Business / Functional Analyst - Professional Services

Customer List: - GXS (Open Text), TELUS, Concur and Bell Canada

As a Sr. Business analyst, managed MetraNet projects, inception to go live. Responsible for writing SOWs, delivery of all projects, facilitate 10+ sales calls

❖ **Participate in Strategic planning in setting the vision for the Professional Services organization.**
❖ **Led through 10+ Pre-Sales calls** across multiple product lines and converted 50% as multi-year deals.
❖ Managed the SOWs, implementation of several new customer projects and supported them post go live.
❖ Drove continuous improvement in service delivery methodologies to enhance efficiency and effectiveness.

Environment: MetraNet 5.0, 6.5 &6.8 Enterprise Architecture 9.3, JIRA, HP Quality Center

Accenture & EDS *Jun 2007 – Sept 2011*

SAP SD / CRM / APO Consultant – Technology Consulting

Customer List: - Kellogg's, Best Buy, Allegheny Powers, Cargill, Boston Scientific and Sara Lee

❖ **Led end-to-end SAP ECC, APO and CRM implementations**, ensuring alignment with business goals.
❖ **Developed SOWs and delivered Business Requirement Documents (BRDs), Functional Designs, Mapping Documents, and Process Flows to ensure smooth implementation and migration.**
❖ **Provided expertise in SAP R/3 4.7, SAP ECC, SAP CRM 2007,** customizing sales and distribution (SD), customer relationship management (CRM), Material Management (MM), and advanced planning & optimization (APO) modules.
❖ Directed the design and execution of QA/UAT test scripts, ensuring solution validation and system readiness.
❖ Managed integrations with third-party vendors, including Vistex (rebate & incentive management), Triple Point (commodity trading & risk management), and Avalara (tax automation).
❖ Conducted business process analysis and recommended process improvements using MS Visio and ARIS

Environment: Salesforce CRM, SAP R/3 4.7, SAP ECC, SAP CRM 2007, MS Visio, ARIS, Triple Point, Vistex

Teradyne Diagnostics - STI *Jan 2006 – Jun 2007*

Database Programmer

❖ **Managed multiple database programs and upgrades for various diagnostic module testing within Ford Motor Company.**

RESEARCH & PUBLIC SPEAKING EXPERIENCE

Involved in **AI / ML research**, focused on **healthcare applications** for Elderly care and public safety.

❖ **Jan 2024 - Human Activity Recognition (HAR):** Using wearable sensors and **AI/ML**, to improve elderly care through real-time monitoring
❖ **Apr 2024 - India Patent Filing - Wearable Sensor-Based Human Activity Recognition (HAR) System.**
❖ **May 2024 – Published AI/ML Framework - Beginner's Guide book and donated to several institutions.**
❖ **Nov 2024 - Digital Twinning (Ai/ML):** Creating virtual representations that can simulate health trajectories and predict treatment strategies. **Conference: Presented in the International Conference on Advances in Computing Communication and Materials (ICACCM 2024).**
❖ **Dec 2024 - AI in Geriatric Healthcare:** Study on opportunities and challenges in a transforming landscape. **Published at "Frontiers in Health Informatics" journal.**
❖ **Central Michigan University:** Delivered the **keynote speech** for the MSA Department's 50th Anniversary on *"Leadership in Digital Age, Data Architecture and Advent of AI in organizations"*
❖ **International Conference in Indonesia (ARTEII 2024):** Delivered a **keynote speech** on *"Challenges and Solutions for Secure and Scalable Data Architecture in Informatics"*
❖ **P.V. Polytechnic in India - Technology Summit 2022:** Delivered as a **distinguished speaker** on *"Advancement of SaaS Applications and Digital Transformation"*
❖ **Jan 2025 – IEEE Conference Reviewer (ICMI 2025)**, Central Michigan University, Mt. Pleasant MI
❖ **Feb 2025 – The Future of Smart Healthcare: How AI and HAR Are Reshaping Hospital Workflows – Well Testing Journal**
❖ **Jun 2025 – IEEE Conference Reviewer (ICCSP 2025)**, Tamil Nadu, India