



SHYAM KERKAR

BUSINESS LEADER | STRATEGIST | EVANGELIST | MENTOR

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EXECUTIVE PROFILE

I am the founder and managing partner at Pathvisor, a firm offering business strategy, marketing and technology consulting services, primarily to emerging organizations.

I have prior 26+ years of diverse experience in TCS across Data, Technology applications, IT Infrastructure and Business Processes where my roles include

- Seeding & leading a service line to grow it to \$150M per annum revenue over 4 years at a 35% CAGR.
- Strategy, Change Management & Governance for \$4B unit with a pioneering proposition. In this role, apart from overall unit strategy and operations, I also led industry offering incubation and sponsored product development for 15 apps on a third-party platform.
- CMO for a Business Unit, helping it grow from \$200M to \$2B+ annual revenue over 6 years.
- Leading the Incubation & Acceleration function for all of TCS' Partner Ecosystem.

Prior to these roles, I have led accounts and relationships through seed to maturity phase in roles across Sales & Solutions, Transition, Relationship and Program Management.

I have been an Adjunct Faculty, and mentor at a couple of incubators. I am also an Angel Investor (and LP) with micro-investments across 15+ startups.

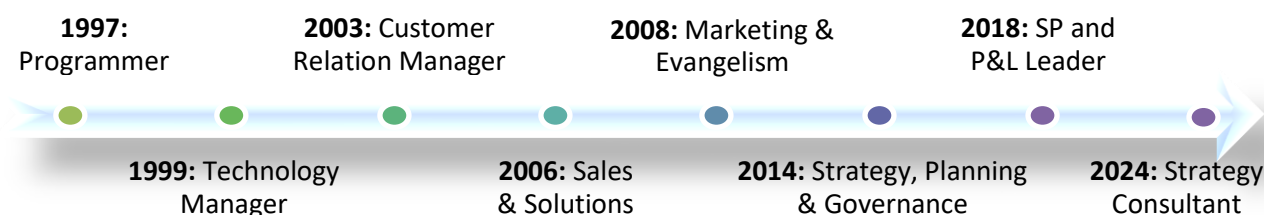
I have completed my PGPMMax (Exec MBA) from ISB Hyderabad, and previously B. E. from VJTI, Mumbai and am currently pursuing Doctoral research in management. I have certifications in Corporate Governance, Future Thinking, and others.

I thus see myself as a thought leader who continuously challenges and improves the status quo; a storyteller who envisions solutions and aligns the team; sometimes a change catalyst driving organization reimagination and, always a leader & manager enabling disciplined execution.

IMPACT AREAS

LEADING BU P&L	STRATEGY & PLANNING	GROWTH HACKING	MARKETING
CHANGE MANAGEMENT	OPERATIONS & GOVERNANCE	PRODUCT INCUBATION	CONSULTATIVE SELLING
INTRAPRENEUR	ECOSYSTEMS ACCELERATION	TALENT SCALING	DIGITAL TRANSFORMATION

CAREER TIMELINE



IMPACT AND CONTRIBUTIONS DETAIL

BU Leadership, Growth and Delivery

As the Head of Service Practice, I led the application operations and monitoring services FY18 - FY22 growing at a~35% CAGR to \$150M CAGR while maintaining a high 2 digit % Gross Margin. For part of this period, I also facilitated the people & process re-imagining of an additional \$150M of Infrastructure Service Desk delivery.

For part of FY22, as the Head of India Geography for Analytics, I led the sales and customer engagement, offering contextualization, strategic initiatives, and industry & academia engagement. We built and launched in the Indian market, new-age offerings setting them for the global stage.

Earlier during FY06 - FY09, as a founding member at TCS' BPS unit's sales unit I managed consultative sales that contributed to the unit growing to \$200M pa. I helped propose innovative solutions in pursuits such across various Fortune 500 customers contributing to for some firsts such as TCS BPS's first end-to-end F&A win, (co)architecting of the S2P platform and (co)architecting the Global HRO solution.

Previously, I managed an account that was one that was an early exemplar of TCS' full-services strategy and grew at 25%+ CAGR thus gaining diverse experience in engagement & program management and in digital transformation. Prior to that I managed IT Services programs and relations across customers such as a Top 10 US Bank, Tata Communications, Reserve Bank of India, British Insurance S/W Product company, Brazilian retailer and others.

Strategist, Change Catalyst and Operations Governance: Navigating Tomorrow

As the founder and manager at Pathvisor, I support a few startups navigate from Day 0 to Day 1. I enable sustainable profitable growth by aligning vision, values, and purpose, helping identify their unique propositions and creating a compelling narrative.

I led the strategy, planning and governance function for Cognitive Business Operations (CBO) FY18 – FY19 and earlier for Business Process Services (BPS) FY15 – FY18. In this role I built the long-term and short-term strategy; enabled 3-year and 1-year planning, led focus strategic initiatives and led overall unit governance. Thus, I led the change management when TCS consolidated Application, IT Infrastructure (IT IS) and Business Process (BPS) operations, pioneering Cognitive Business Operations (CBO) in FY18.

I contributed to, and managed budgets for all strategic expenses (~ 10% of unit's cost base) such as new delivery center setup (Poland, Philippines), acquisitions and integrations (e-serve), offering development, talent sourcing & upskilling and sales enablement. I also governed BPS unit's physical & technical infra, and its delivery partners.

I have been a TCS internal certified business auditor under the EAGLE audit process. I have also facilitated the unit audits for Tata Business Excellence Model.

Intrapreneur: Incubating & Scaling Product Lines

I established and mentored the Industry Advisory group within TCS's Operations unit during FY21-FY22, creating offerings contextualized to each industry. The team influenced a \$500M TCV in FY22.

I established and scaled the IoT operations around energy, fleet, and factory management. I also conceptualized and led the creation of TCS IP, Business workflow 'apps' on ServiceNow platform during FY20-FY21 though the revenue kicked in much later.

In FY22-FY23, I led a team of senior experts to develop strategic and commercial relations with 50+ ecosystem partners, to enable TCS and its customers to accelerate growth.

I defined the "Competitive Edge through Cognitive Operations" promise for TCS's Operations Unit (FY19) and, helped conceptualize the TCS Cognix™ Central Marketplace to deliver to this promise. Earlier, I was one of the co-creators of the FORE Model and transformation methodology for TCS BPS (FY12).

Marketing Leader: Improving Positioning, Funnel Creation and Progression.

I established and led the marketing function for TCS BPS as it grew from \$200M to \$2B+ in annual revenues over ~7 years. My success is best reflected in this revenue growth at 30% CAGR, the fact that the unit was recognized by influencers as an industry leader across 16+ service lines and that it was able to onboard deep talent.

In this tenure, I led a variety of thought leadership such as Growth Impact study, and influencer engagement initiatives that positioned us as leaders, thus enabling new conversations with customers and prospects building a significant pipeline. I also built and executed a content and account-based engagement strategy that expedited funnel progression.

Similarly, I helped drive positioning at unit-level such as IT-BPS Synergy; at service line level such as Pharmaceutical Knowledge Champions, and at Select Leader levels that collectively allowed the unit to claim premium pricing.

I was also engaged in driving college and student engagement, to bring the best of talent to a somewhat misaligned BPS sector. Earlier, as an emerging player, talent marketing involved attracting senior lateral hires.

Talent Nurture: Seeding & Scaling Teams

I led the growth of a service line from ~2K associates to ~6K associates over 4 years through both, an internal talent development pipeline as well as new external sources for fresh graduates and campus hires.

I actively supported the knowledge and people integration during internal restructuring and GCC rehires.

Mentor: Enabling units & individuals realize their potential

In FY20 & FY21, I mentored TCS's solutions teams for CMO, CPO and CHRO offerings helping evolve a better product-market fit, and to drive funnel creation and progression through consultative engagement.

I am a mentor to founders & start-ups, and an occasional jury at incubators such as ISB's I-Venture, VJTI TBI and CoEP's Bhau Institute.

In FY25, as Adjunct Faculty, I taught Entrepreneurship to Bachelors students at MIT ADT University.

I was a TCS Silver Certified Mentor, offering individual career guidance to our associates.