

SUDIPTA PAUL

Enterprise Transformation & Strategic Business Operations Leader | Chief of Staff to Managing Directors

Bengaluru, India | paul.sudipta@gmail.com | +91 98451 32897 | linkedin.com/in/sudipta-paul-leadership | www.sudiptapaul.info

EXECUTIVE PROFILE

Enterprise Transformation, Strategic Execution and Business Operations leader with over 25 years of experience partnering with Managing Directors, executive leadership teams and global stakeholders to accelerate organizational transformation, operational excellence and business growth across Financial Services, Technology and Telecom.

Built a career progressing from enterprise operations and workforce planning at IBM and Ericsson, to Chief of Staff and Business Operations leadership at Dell Technologies, and ultimately serving as the Strategic Execution Partner to the India Managing Director at Broadridge Financial Solutions.

Known for combining commercial acumen with disciplined execution to help leadership teams navigate complexity, accelerate transformation and build organizations that scale with clarity, accountability and purpose.

Trusted Advisor · Strategic Integrator · Commercial Mindset · Enterprise Builder · Calm Under Complexity

KEY EXECUTIVE IMPACT

- **Stewarded a strategic investment portfolio of approximately ₹30 Cr** supporting the India Managing Director's priorities across leadership development, employer branding, client engagement and corporate citizenship.
- **Client onboarding cycle** compressed from 6 months to 90 days through cross-functional governance redesign and shared accountability mechanisms.
- **+18-point Great Place to Work improvement** — the highest achieved by any Broadridge location globally; Top 92 BFSI ranking nationally.
- **Led enterprise Agile transformation awareness and Design Thinking programs** with 80+ VPs and senior leaders ahead of Broadridge India's formal Transformation Office.
- **Workforce diversity grew from 12% to 32%**, with women in leadership reaching 40.5% and retention improving 8%.
- **₹3.5 Cr+ CSR portfolio** managed annually across 15+ partners with 100% fund utilisation; 384-member volunteer ambassador network drove 97% associate participation.
- **11 national and industry awards** earned across employer brand, CSR, ESG and leadership categories (2023–2026).
- **Strengthened governance, policy compliance and operational oversight** contributing to sustained audit readiness across ISO 27001, ISO 9001, SOC 1, SOC 2 and HIPAA.

CORE EXECUTIVE CAPABILITIES

Chief of Staff & Executive Advisory · Enterprise Governance & Operating Rhythm · Financial Stewardship · Agile & Design Thinking Enablement · Risk, Audit & Regulatory Compliance · Client Onboarding & Commercial Enablement · Organisational Effectiveness & Change Leadership

PROFESSIONAL EXPERIENCE

SVP, Strategic Initiatives & Growth | MelDX (Sales-as-a-Service platform)

Independent / Equity-linked | Bengaluru | Jun 2026 – Present

- Advising the founding team on go-to-market strategy, market positioning and business development for an emerging Sales-as-a-Service platform.

Advisor, CSR Strategy | ACS Foundation / Need Base India

Pro bono | Bengaluru | Apr 2026 – Present

- Advising two established non-profit organisations on CSR strategy, program design and stakeholder engagement to strengthen community outreach and impact measurement.

Vice President | Broadridge Financial Solutions

Strategic Execution Partner to the India Managing Director | Communications, CSR, DEI & Associate Engagement | India Leadership Team | 5,500+ associates | Bengaluru | Jun 2022 – Dec 2025

Recruited by the newly appointed India MD to strengthen organisational capability, governance and leadership alignment during a multi-year GCC transformation.

- Architected Broadridge India's leadership operating system — executive dashboards, business reviews, governance cadences and an integrated strategy cascade; served as a core member of the India Leadership Team.

- Directed investment planning, vendor governance and sponsorship decisions across leadership development, employer branding, client summits and external engagement.
- Facilitated Design Thinking workshops with Vice Presidents to define enterprise strategic pillars for Global Citizenship and AI Adoption, and designed flagship leadership platforms — BR4.0, KYCCB, the Product Catalogue, People Leaders Forum, Vision Team and Client Summits — that strengthened product awareness, customer orientation and executive ownership.
- Redesigned the enterprise client onboarding operating model by embedding shared ownership, milestone governance and executive reviews, accelerating implementation readiness and cross-functional execution.
- Built a layered engagement ecosystem — leadership forums, mentoring platforms, skip-level listening mechanisms and a structured volunteer ambassador network.
- Led DEI and Associate Resource Group priorities across Asia-Pacific, representing India on Broadridge's Global DEI Ambassadors forum and the India DEI Steering Committee; directed the full grantmaking cycle across Broadridge India's nonprofit portfolio and represented India at Global Corporate Citizenship Board reviews.
- Built executive communication frameworks and direct journalist relationships securing coverage in Times of India, CNN, NDTV and Economic Times; built strategic partnerships across industry, academia and government including the Bengaluru BFSI Consortium.

Consultant, Program Management – IT | Dell Technologies

Chief of Staff to the BU Head, Business Operations & People Operations | Bengaluru | Dec 2018 – May 2022

- Served as the BU head's Chief of Staff and strategic execution partner, establishing annual operating planning, executive reviews and leadership dashboards across a 1,000+ associate India–Malaysia engineering organisation during the Dell-EMC integration.
- Partnered with business and finance leadership on workforce investment, headcount strategy and capability planning aligned to annual business plans.
- Directed cross-border governance across India and Malaysia and sustained delivery through the COVID-19 transition via institutionalised communication and operating cadence.

Business Operations & Fulfilment Leader — IT & Cloud Services | Ericsson Global Services India

Bengaluru | Jan 2012 – Nov 2018

- Built Ericsson India's first enterprise Resource Management capability from the ground up — one of three founding members — scaling it across six delivery centres into a data-driven capacity planning discipline, delivering bench strength below 10%, utilisation above 88%, and forecast accuracy exceeding 80%.

Resource & Capacity Management | IBM India Global Business Services

Bengaluru | Dec 2005 – Aug 2011

- Led workforce planning, capacity management and executive reporting across multiple business units within IBM Global Business Services, strengthening resource forecasting, supply-demand planning and operational decision-making.

Corporate HR | IBM India

Bengaluru | Dec 2005 – Aug 2011

- Partnered with business leaders on employee relations, grievance resolution, policy implementation, performance management and POSH governance, strengthening organizational effectiveness and leadership support across the India organization.

Earlier Career

Asst. Manager HR — Onboarding & HRMS, IBM Daksh (2005) · Supervisor — Talent Center, Accenture India (2003–2005) · Recruitment Executive, CCE Software (2001–2003)

EDUCATION

Bachelor of Engineering | PDA College of Engineering, Gulbarga University | 1994–1998

CERTIFICATIONS & EXECUTIVE EDUCATION

Stanford University — Leading Through Personal Excellence · Cornell University — Navigating Power Relationships, Crisis Communication Planning, Leading Strategic Change · Independent Director Certification (IICA) · Certified DEI Professional (Parity) · POSH & POCISO Certified Trainer · AI Foundation Certificate (UpGrad) · Prompt Engineering for HR & Recruitment (Udemy)

AWARDS & RECOGNITION

2026: Women of Substance Award · Most Inspiring Leader — 2025: Dr. Abdul Kalam Leadership Award · CSR Icon of India · CSR Leadership Award — 2024: Most Impactful CSR Leader Award · ET Edge Best Brand Award · Indian CSR Award · WOW Workplace Award — 2023: ET Edge Best Brand Award · HYSEA CSR & ESG Award · National Award for Excellence in CSR

INDUSTRY AFFILIATIONS

Bangalore Chapter Program Manager — BFSI Consortium