# *PIYUSH JOHN PORTFOLIO*

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# INTRODUCTION

Results-driven IT executive with over 19 years of experience in leadership roles, specializing in spearheading global transformative change within the banking and financial services industry. Adept at orchestrating organizational change related to technology advancements, spearheading strategic initiatives to overhaul and modernize core systems and infrastructure, and digital transformations. Recognized for establishing robust change management practices, Delivering key Regulatory compliance projects, Collaborative engagement with external vendors, technology partners, and consultants to leverage expertise and solutions.

.

# INTRODUCTION

## International Experience

- Extensive experience in delivery across UAE, KSA, Kuwait, Qatar, Bahrain, Oman, Chile, Africa Markets: Egypt, Algeria, Nigeria, Kenya, South Africa, Ethiopia, Angola, Iran & Iraq.
- Experience with Aggregators like Shory in UAE.
- Core Digital Implementations for B2B & B2C sites, Surveyor Apps, Integrations with APIs.
- Successfully executed multi-country rollouts and implemented automation projects.
-  Processed regulatory requirements, collaborated across multiple stakeholders with diverse cultures and also responsible for market expansion across Middle East and Africa markets
- Core Systems, System upgrades, ERP system deliveries, leading IT PMOs, Regulatory compliance initiatives, and establishing Centers of Excellence

## Certifications

02
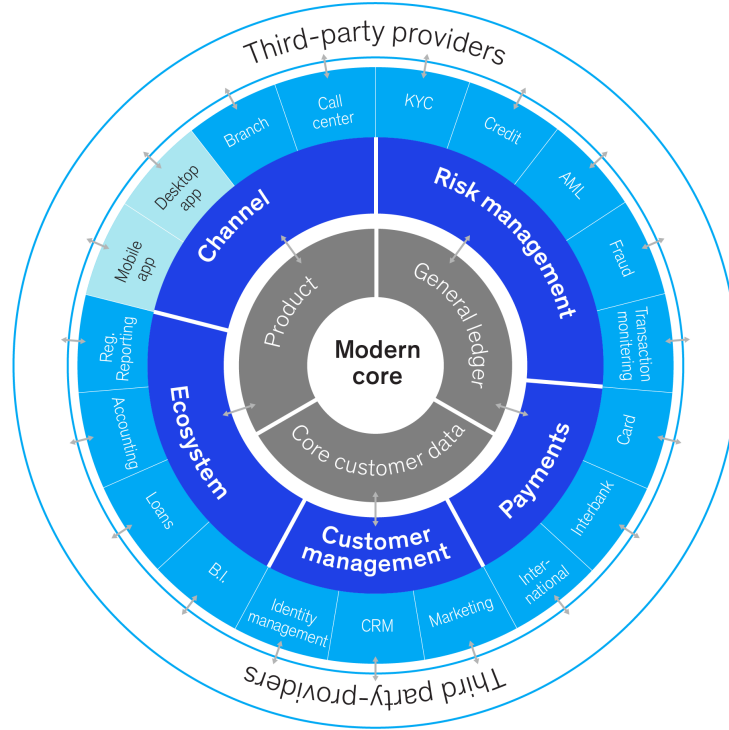
# Experience Details

# Piyush John

+971 569606561
piyush.john@gmail.com

"I always strive for **excellence**. I believe in the power of **collaboration**, and I love to build **meaningful relationships** with clients throughout the **creative process**"

## Experience

**SENIOR DIRECTOR DELIVERY ME & KSA, 04/2021 – 07/2023**
Azentio Software, com, Middle East, Dubai, UAE, KSA

**CUSTOMER SUCCESS LEADER , INDIA & MIDDLE EAST,**
04/2020 – 04/2021 Vymo, Insurance, Bangalore, India

**DELIVERY HEAD –MIDDLE EAST & LATAM, 02/2017 –**
10/2019 NTT Data, Bangalore, India

**PMO HEAD, 08/2010 – 01/2017**
HDFC Life (Formerly ING Life, Exide Life), Bangalore, India

**SENIOR BUSINESS ANALYST, 01/2010 – 07/2010 IDBI**
Federal Life Insurance Co Ltd, Mumbai

**MANAGER PROJECTS, 08/2006 – 12/2009**
ICICI Prudential Life Insurance Co Ltd, Mumbai, India

Senior Analyst, Oracle Corporation,
02/2004 – 07/2006.

Senior Consultant, America Online (AOL),
09/2002 –01/2004.

# SKILL SET

- Project Management
- Technology Assessment and selection
- Vendor & Partner Management
- Agile & Project Management methodologies
- Strategic Planning
- Change Management
- Risk Management
- PROSCI Change Practitioner

- Communication & Reporting
- Business Analysis
- Regulatory compliance
- Budget Management
- IT Management
- Customer Success
- Digital Strategy
- IT Operating Model
- Digital Transformation
- Thought Leadership
- Product Management

# MY SKILLS AND QUALIFICATIONS

## Leadership

"I possess leadership abilities that have been sharpened through past roles where I was responsible for the teams"

## Problem-solving

"My problem-solving capabilities have enabled me to solve difficult issues in the past, using creative and innovative solutions"

## Communications

"With excellent verbal and written skills, I can effectively convey complex messages to a variety of audiences"

## Organization

"My proactivity allows me to plan ahead and prioritize tasks according to objectives and different deadlines"

## Technical skill

"I am knowledgeable in several technical areas such as programming languages that support my ambition in my field"

## Interpersonal skill

"Teamwork is one of the essential part of my daily job, and I am sensitive towards different cultures"

# 03 Certifications

## Project Management

PMP
A–CSM
CSM
CSPO
Artificial Intelligence for Project managers

## Change management

PROSCI Change Management Practitioner
SAP– Organizational Change management for SAP cloud projects

## Financial

Financial Modelling and Valuation– Grant Thornton
Oracle AR & AP – Oracle University

## Governance

CGEIT

## CyberSecurity

Advanced Program in Cyber Security and Cyber Defense– IIT Kanpur
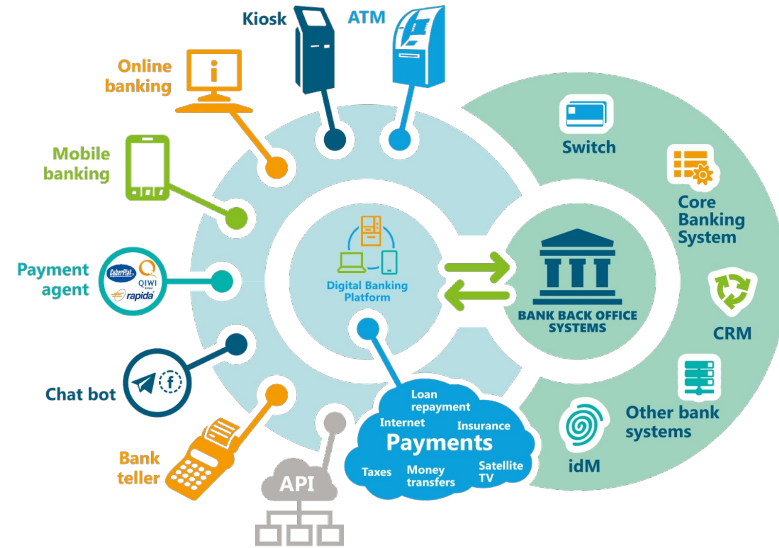
## Leadership

Wharton Executive Education

# 04

# My Work

The number of projects
I have worked on so far

# 200

# Systems Implemented
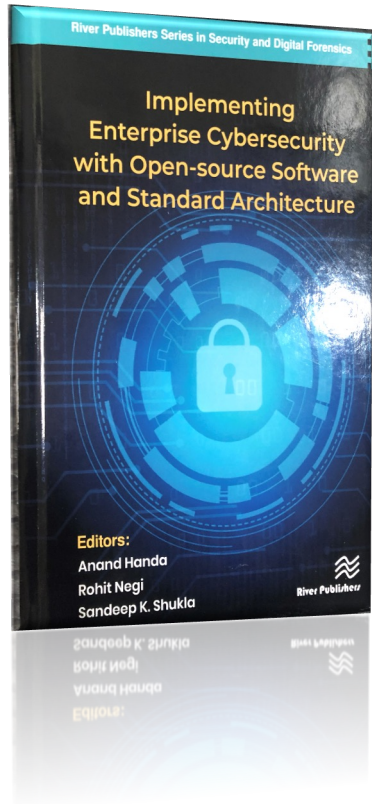
| Solutions | Software |
|---|---|
| CRM | MS Dynamics, CRM Next, Inhouse, |
| ERP | Oracle, SAP, Adrenalin (Space management),Azentio |
| LMS & CMS | Vymo, HP Extreme ( CMS) |
| Incentive Management system | Callidus |
| HRMS | Peoplesoft, Adrenalin, Oracle |
| Policy Admin Systems | Life Asia, Group Asia, NTT, First Apex, Beyontec, Azentio, Premia Systems |
| AML, KYC & IVRS solutions | Multiple solutions |

| Solutions | Software |
|---|---|
| IVRS | Avaya, MS, |
| LIMS | Location information management systems |
| Procurement Systems | Multiple |
| Automations | Claims, Bank Account creations, |
| Kiosk | Kiosk Solutions, Multilanguage options |
| Epayment | Payment gateway integrations multiple payment agents |
| BI & Reporting | MS BI, Qlikview |

# Other Initiatives

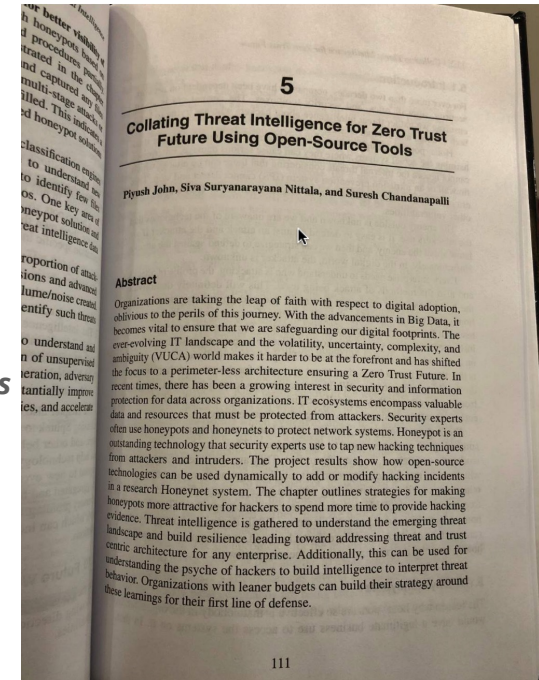| Initiative | Objective |
|---|---|
| IT Outsourcing | Right from RFI to Vendor selection to rebadging |
| IT Management | Complete Budgeting, Resourcing , Reporting |
| Cloud Migration | Physical to Cloud including migrations to latest versions |
| Brand Transition | Led two brand transitions including complete change management cycles ( Physical and digital assets including operational processes) |
| Analyzing user habits | Gather user data to optimize design for more engagement |
| Digital Transformation | Upgrading tech landscapes, building AI pathway & Roadmap, solution assessment and selection and execution of Digital Strategy |

# 05 Publication

*Publications:*

***Implementing Enterprise Cybersecurity with Open-source
Software and Standard Architecture (River Publishers Series
in Security and Digital Forensics)***

*Publisher:* **River Publishers**
• **Contributor to Chapter 5 in the book**: *Implementing
Enterprise Cybersecurity with Open-source Software and
Standard Architecture (River Publishers Series in Security and
Digital Forensics)*
•**Chapter Title:** Collating Threat Intelligence for Zero Trust
Future Using Open-Source Tools
Pages: 111 till 129
•Book –ISBN :  **ISBN-13: 978-8770224239**
                    **ISBN-10: 8770224234**

# Linkedin "Top Leadership Development Voice"

# 06 Personality type : Myers Briggs Personality Test

## Your Results

**Protagonist**

**ENFJ-A**

🏷 Diplomat
🧭 People Mastery

https://www.16personalities.com/free-personality-test

| | | |
|---|---|---|
| **60%** | | **40%** |
| **EXTRAVERTED** | | INTROVERTED |
| **65%** | | **35%** |
| **INTUITIVE** | | OBSERVANT |
| 37% | | **63%** |
| THINKING | | **FEELING** |
| **68%** | | **32%** |
| **JUDGING** | | PROSPECTING |
| **64%** | | **36%** |
| **ASSERTIVE** | | TURBULENT |

# 07

Change Management Approach for Large scale ERP implementations- SAP

# Foundation: Context for the Transformation



*OCM operates as the engine, propelling and expediting the journey toward business benefit realization, much like a well-driven train powering toward its destination.*

**BUSINESS GOALS**

- Enhanced Operational Efficiency
- Improved Business Agility:
- Data-driven Decision-Making

**OCM GOALS**

- Alignment with Business Objectives
- User Adoption and Engagement, Enhanced user Experience
- Change Resilience ,Communication and feedback mechanisms

*Evolutionary Shift: Empowering Organizational Change Through Technology Adoption*
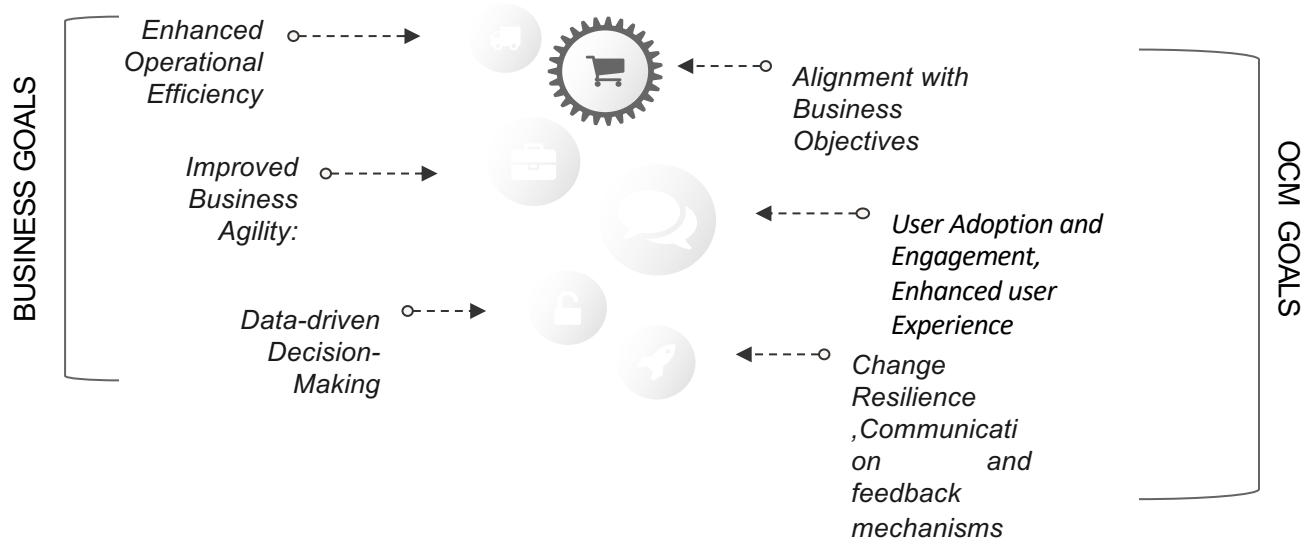
# Why is it essential to pay attention to and embrace change?

*Change management is the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome.*

Technical Side → Design / Develop / Deliver

Reason for Change → Current State / Transition State / Future State

+ = Success

People Side → Engage / Adopt / Use

People Aspect

Organization Aspect

Aspects of a Person's Job You Can Impact
- Location
- Compensation
- Performance Reviews
- Reporting Structure
- Mindset/Attitudes/Beliefs
- Processes
- Systems
- Tools
- Job Roles
- Critical Behaviors
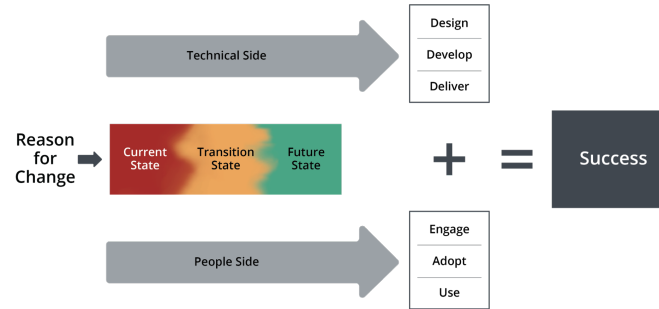
Start

## Importance of change management: Organizational

1. Risk mitigation
2. Organizational agility
3. Lower project overheads
4. A relevant company culture
5. Change management and organizational strategy integration

# Selecting the Optimal Change Management Model : PROSCI ADKAR Model



Prosci Methodology

**Sustain Outcomes**

**Phase 3**
Review Performance
Activate Sustainment
Transfer Ownership

**Success**

**Prepare Approach**

Define Success
Define Impact
Define Approach

**ADKAR®**

**Phase 2**

**Phase 1**

Plan and Act
Track Performance
Adapt Actions
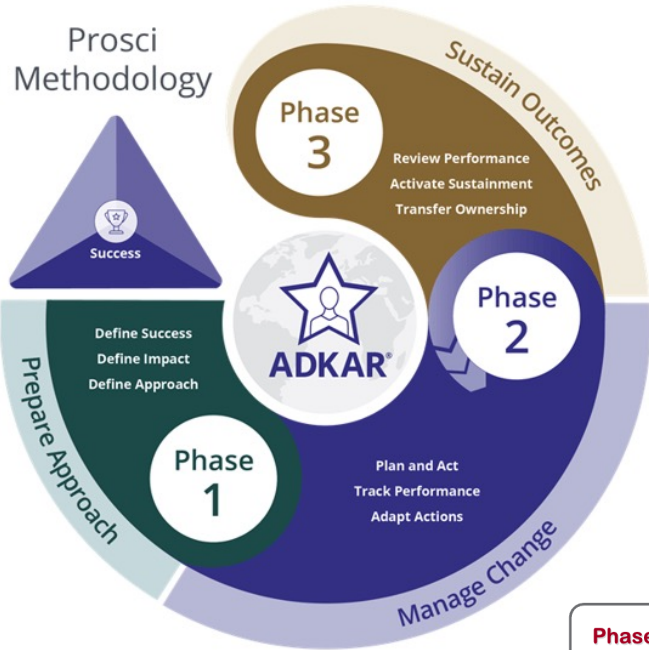
**Manage Change**

**Phase 3 - Reinforcing change™**
- Collect and analyze feedback
- Diagnose gaps and manage resistance
- Implement corrective actions and celebrate successes

**Phase 2 - Managing change**
- Develop change management plans
- Take action and implement plans

**Phase 1 - Preparing for change**
- Define your change management strategy
- Prepare your change management team
- Develop your sponsorship model

# How do we integrate Change to Project Management



## Deploy SAP S/4HANA Cloud with SAP Activate
### Journey overview and key activities

Milestones: Trial · Buy (Qualification) · Onboard project team · Finalized scope and backlog with delta requirements · Go-live readiness assessment · Go-Live · New feature delivery · Activate new scope, add countries

Phases: Discover → Prepare → Explore → Realize → Deploy → Run

Continuous Innovation

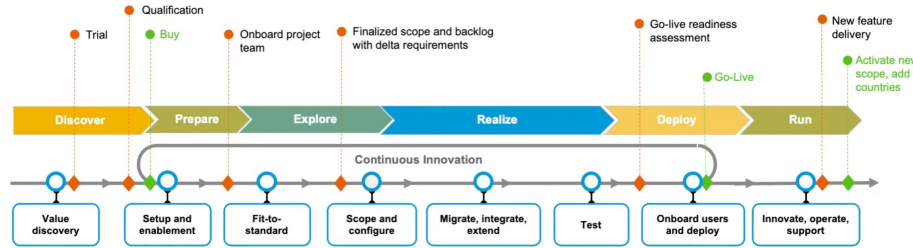Activities: Value discovery · Setup and enablement · Fit-to-standard · Scope and configure · Migrate, integrate, extend · Test · Onboard users and deploy · Innovate, operate, support

**Discover**
- Value discovery, strategic planning and transition roadmap
- Initial scope defined
- Access SAP S/4HANA Cloud trial environment*

**Prepare**
- Project governance and standards
- On-board and ramp-up project team
- Set expectations with business users
- Receive access to CALM and starter environment

**Explore**
- Fit-to-standard workshops, capture required configuration
- Delta requirements for extensions, integration, reports, outputs and identity and access management
- Finalize scope and request Q-System

**Realize**
- Receive Q-System
- Execute sprints to:
  - Configure with SSCUIs
  - Extend with in-app extensibility
  - Setup integrations
  - Migrate data
  - Test the solution
- Integration test

**Deploy**
- Setup solution adoption and operations team at customer
- Dress rehearsal
- Train and on-board end users
- Cutover to production and go-live

**Run**
- Use SAP S/4HANA Cloud productively
- Extend solution (new countries, new scope)
- Review upcoming innovations and legal changes
- Enable new users
- Receive and activate new capabilities and features

Preparing for change

Managing change

Reinforcing change

*An Early engagement of Change Management practice at Discover (Initiation) stage will yield the maximum benefits of Change Management. An integrated Plan to be built.*
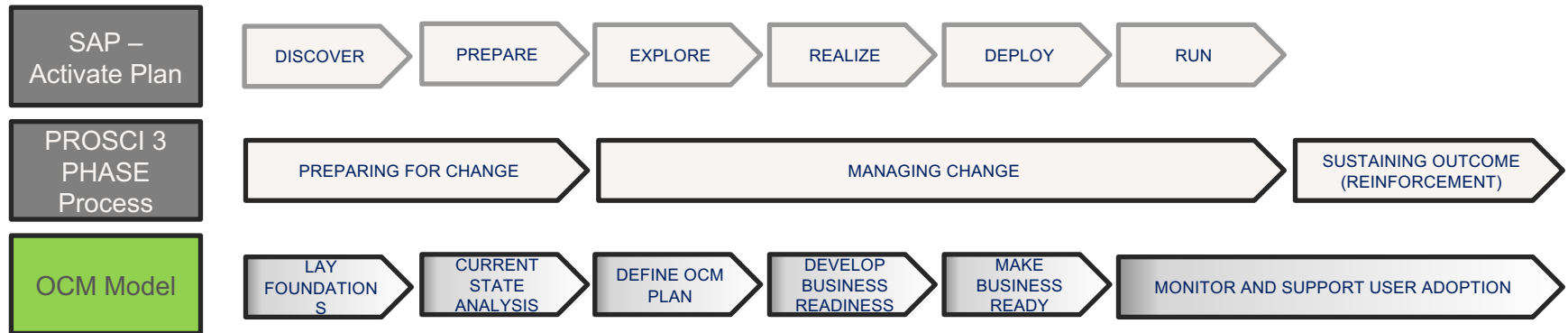
## Prosci[1] 3-Phase Process

The most commonly used process to implement change management in an organization has been created by Prosci[1] and is called Prosci 3-Phase Process:

| Phase | Objective | Main activities | Output |
|---|---|---|---|
| 1.Preparing for change | Assess how much change is needed for the specific project | 1.Define your change management strategy 2.Prepare your change management team 3.Develop your sponsorship model | 1.Change characteristics profile 2.Organizational attributes profile 3.Change management strategy 4.Change management team structure 5.Sponsor assessment, structure and roles |
| 2.Managing change | Create the plans that will be integrated into the project activities and implement it | 1.Develop change management plans 2.Take actions and implement plans | 1.Communication plan 2.Sponsor roadmap 3.Training plan 4.Coaching plan 5.Resistance management plan |
| 3.Reinforcing change | Create specific action plans for ensuring that the change is sustained | 1.Collect and analyze feedback 2.Diagnose gaps and manage resistance 3.Implement corrective actions and celebrate successes | 1.Reinforcement mechanisms 2.Compliance audit reports 3.Corrective action plans 4.Recognition approaches 5.Success celebrations 6.After action review |

*1. A leader in change management research providing industry standard processes and tools (the ADKAR Model) and organizational change management methods for managing the people side of change in organizations and government agencies*

# The complete view

*We will leverage the methodologies of SAP Activate and PROSCI, seamlessly integrating our OCM practice to establish a robust and synergistic approach*

| SAP – Activate Plan | DISCOVER | PREPARE | EXPLORE | REALIZE | DEPLOY | RUN |

| PROSCI 3 PHASE Process | PREPARING FOR CHANGE | MANAGING CHANGE | SUSTAINING OUTCOME (REINFORCEMENT) |

| OCM Model | LAY FOUNDATIONS | CURRENT STATE ANALYSIS | DEFINE OCM PLAN | DEVELOP BUSINESS READINESS | MAKE BUSINESS READY | MONITOR AND SUPPORT USER ADOPTION |

# Current State Assessment- Goals (what we want to know/achieve?)

## Detailed Change impact

*Create a holistic picture of change impacts for all relevant stakeholder groups.*
*Collect information for stakeholder-specific change communication and training.*
*Support smooth transition to new cloud solution and new processes.*
*Mitigate project risks before implementation of the new cloud solution.*

*Enlist volunteers and nominations for change agents (Ambassadors, Managers, Agents) across the Business Units. Identify and collate Personal traits, Soft Skills, Methodological skills, Specific knowledge and Practical experience*

## Enablement Strategy

*Explore the existing learning culture, infrastructure and experience.*
*Define processes and responsibilities for developing, deploying and maintaining learning content.*
*Plan milestones for all training related tasks and provide a resource plan.*
*Identify risks and issues and provide respective mitigation activities.*

## Learning Needs

*Collect information regarding learning needs and digital learning opportunities.*
*Determine the gap between existing and desired skills and knowledge for all relevant user groups.*
*Define the course content for the different user groups.*
*Identify suitable learning methods.*



Assessments for current state to Future state

01 02 03 04 05 06 07 08
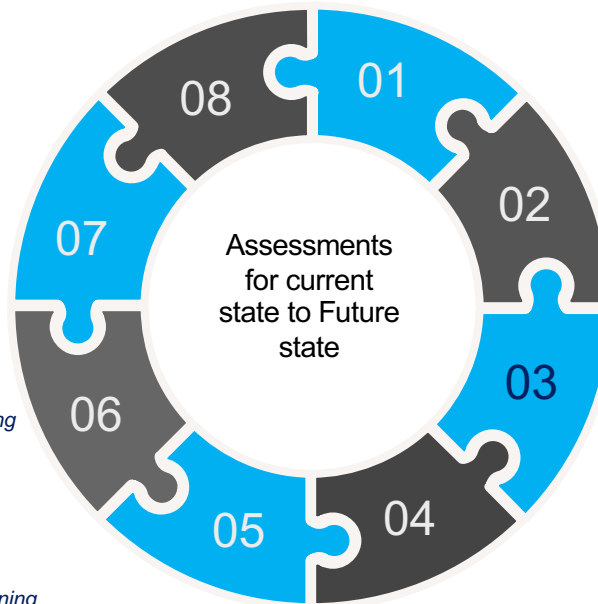
## Organization change assessment

*Learn more about people related challenges.*
*Investigate lessons learned from previous projects.*
*Assess the existing org change management.*
*Collect initial ideas for interventions.*

## Stakeholder Assessment

*Identify relevant stakeholders on individual and group level*
*Discuss their attitude and influence in project context.*
*Create a shared understanding of the status quo.*
*Derive appropriate measures.*

## High level change impact

*Generate first insights regarding change impacts for affected business units*
*Prioritize action areas for org change management*
*Foster a joint understanding of upcoming changes*
*Provide a basis for ongoing update and refinement*

## Communication Channels

*List available communication channels and media*
*Explore the communication needs of different stakeholder groups.*
*Select suited channels and media for change communication.*
*Develop additional communication channels and media if required*

# Accelerating Change Management: Practical Strategies for a Transformative Experience

**STEP 1**
Build a brand for the entire exercise – It will give a common purpose and association for all stakeholders

**STEP 3**
Building energy and enthusiasm amongst all is of utmost importance. Build network – assign symbols to create groups : A simple lapel pin for every step achieved .

**STEP 5**
Measure user adoption and get the implementation done as part of the scope of work for SI partner. If possible, give targets for SI partner or to measure the success of implementation.

**STEP 2**
Gamify everything : For every interaction Sponsors and Business leads accumulate points.
Similarly for change agents, change champions, people, have a contest at global unit and department level

**STEP 4**
Build network of Change Agents, Change Champions, Change Sponsors, at all levels. Give them a calendar for engagement ( Rhythm/Beat) . Make it a privileged group and exclusive.

# THANK YOU

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**Do you have any questions?**
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Piyush John

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