

MUBASHAR HAMEED

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Digital Business Executive

Track Record of Transforming Complex Businesses for Growth and Building Digital Capabilities by leveraging Corporate and Entrepreneurial Experiences across Diverse Industries

KSBL, (Hybrid)

Apr 2020 – Apr 2023

A top-tier academic institution in Pakistan that offers cutting-edge business education.

Chief Executive Officer & Rector

Reporting to the Board, provided strategic and operational leadership to the university.

Transformed the business school from a state of inadequate controls, limited brand exposure, and a single degree program into a forward-thinking institution that operates with maximum efficiency, offering cutting-edge degree programs.

- Redefined the institute through a reimagined vision and “Digital First” strategy, growing student enrollment by 300%.
- Launched three graduate programs and four undergraduate programs leveraging STEM-based curriculum.
- Established three fully funded research centers with focus towards economic growth, sustainability, and circular economy.
- Enlisted an all-new leadership team (Dean, Registrar, CFO, Head of Executive Education) while increased faculty size by 90%, with international adjunct faculty constituting 25% of the total faculty.
- Expanded financial assistance programs through increased scholarships and newly introduced student loans.
- Digitized end-to-end processes through Learning Mgmt. System, Campus Mgmt. System, and on-line Admissions Application Mgmt. system.
- Implemented state-of-the-art technology infrastructure for hybrid and on-line teaching experience.

PHEAA, Harrisburg, Pennsylvania

Sep 2017 – Oct 2019

One of the world's largest student financial aid providers managing over \$450 billion of assets while serving over 12 million students

Sr. Vice President & Chief Information & Digital Officer

Reporting to the CEO and the Board, provided strategic and operational leadership for customer experience, customer service, product development, and information technology organizations with a \$300+ million budget and 1,100+ professionals.

Led the restructuring of the state agency with a complex set of business processes and legacy systems to a “digital business”, delivering innovative products while lowering operating costs.

- Launched the agency’s \$100 million “Digital Business” transformation initiative, encompassing customer experience enhancements, technology modernization, and business operations optimization. The initially projected agency losses of \$189 million saw an 81% reduction of \$153 million for the two-year period.
- Consolidated and restructured agency-wide technology, customer experience, and customer service teams into a single “Digital Technologies Services” P&L. Positioned the new entity for a potential spin-off.
- Led the successful initiative to become the finalist and secure a \$2.4 billion, 5-year contract from the US Department of Education to develop and operate a unified student loan servicing platform.

- Initiated the program, the most ambitious endeavor of its kind to date, to re-architect and migrate a 30-year-old loan servicing system from mainframe technology to the AWS cloud.
- Implemented versatile mobile and portal platforms, making it easy for customers to access and manage their accounts, obtain relevant information, and conveniently utilize services.
- Launched a 350-person customer contact center in a record 6-month period. Implemented call center technologies and restructured telephony infrastructure across four contact centers with over 1,200 representatives, achieving an industry high customer satisfaction (CSAT) score of 80.
- Streamlined the IT governance process, reducing \$23 million in operating and capital expenditures, while reducing employee base by 12% and creating additional delivery capacity.
- Migrated the 1,200+ server, 24/7 operational, in-house facility to a federal govt. approved, Tier-3 data center.
- Turned around critical projects that were in-progress for many years and bleeding millions of dollars.
- Implemented agile development methodologies resulting in a 30% decrease in delivery cycle time, effectively revolutionizing the company's "product culture."

CALIBERVANTAGE, Houston, Texas

2010 – Present

A company built to solving the world's most basic problems by bringing together technology and human compassion.

Founder & Chairman

Conceptualized, built, and operationalized two platforms.

- **Colaraz:** All-in-One Career Management Platform, building the digital ecosystem of higher education, enabling students, universities, and employers to work in harmony to build the careers and organizations that will drive the future.
- **Vaseela:** A mobile platform built to tackle the issue of hunger and health by connecting donors and low-cost restaurants.

MONEYGRAM INTERNATIONAL, Minneapolis, Minnesota

2008 – 2010

World's leading provider of money transfer and bill payment services to consumers through a network of 190,000 agent locations in 200 countries and territories

Exec. Vice President & Chief Information Officer

Reporting to the CEO, provided strategic and operational leadership for product development, information technology and customer service organizations with a \$125 million budget and 400+ professionals.

Transformed a business with a complex legacy systems environment driven by years of neglect to an organization delivering innovative products while lowering operating costs

- Transformed the company's "product culture" by leading development of the next generation online and mobile Money Transfer applications.
- Rationalized the organization by consolidating and aligning business-wide IT and product development teams and built a captive global development center, reducing employee base by 10%, increasing outsourced resources from 2% to 20%, and creating capacity for growth.
- Turned around company's flagship programs automating core business processes – settlement, services & compliance – with \$26 million already spent and bleeding \$1 million per month.
- Streamlined the IT governance process, reducing project costs \$22 million by prioritizing unjustified and unreported projects. Implemented the IT Vendor Management Office resulting in a \$9 million one-time saving and \$6.7 million in recurring annual savings.
- Established disaster recovery/business continuity plans to avoid large fines from regulatory bodies.
- Resolved legal and regulatory problems that had resulted in a \$35+ million negative contribution to earnings in 2009 as well as the company's continuing ability to do business in the U.S. and the EU.

FUZIONONE, Houston, Texas**2005 – 2016**

A boutique Business Transformation consulting practice that converges digital technologies, process excellence discipline, and talent management best practices

Managing Director

Worked with senior management of leading Technology, Energy, and Healthcare companies focusing on: strategy development; launch of new products and services; technology transformation; and M&As.

- Advised the CEO of a \$7 billion global Technology Services Company in improving customer delivery capabilities with focus on digital technologies (Internet-of-Things, Big Data, and Mobile).
- Worked with a leading Private Equity group in carve-out of a \$2 billion Medical Device company. Responsible for moving a global footprint of 140 applications including eight ERPs.
- Developed the IT strategy for a global Energy Company, aligning it with the company's business strategy. Established IT Governance Framework and Enterprise Architecture for improved execution capabilities.
- Advised a global Technology Services Company in managing IT infrastructure transformation programs. The program at *Verizon* was targeted to virtualize over 1,200 servers, the largest undertaking of its kind. The \$1.4 billion program at *Nielsen* was targeted to take out over \$450 million in costs.

FISERV - OUTPUT SOLUTIONS, Houston, Texas**2006 – 2007**

A leading manufacturer of plastic and digital cards and provider of electronic document delivery solutions

Sr. Vice President & Chief Information Officer

Reporting to the CEO, provide strategic and operational leadership to a team of 300+ professionals located at six US sites with a \$45 million operating and capital budget.

Led an IT Transformation initiative that increased the technology organization's capabilities, simplified a complex systems environment, and drove a process centric culture.

- Positioned company for growth through greater customer satisfaction by launching development of the next generation B2B e-Commerce platform targeted to create a 50% increase in revenue and \$2 million annualized cost savings.
- Simplified architecture by initiating the consolidation of 74 applications used for the production of financial and digital cards into a single card application, yielding \$2+ million of annual cost savings through server virtualization, reduced the number of servers by 15% to less than 350.
- Focused on IT as a profit center, increasing programming revenues by 42% to \$5.6 million.
- Optimized the organization and utilized global development centers resulting in a 10% employee reduction and a 6-fold increase in outsourced resource to 25%. At the same time, increased productivity, upgraded talent, and reduced the total resource cost by 35% in the first year.
- Instituted a company-wide governance process and tools, providing controls to 200+ projects while reducing project costs \$4.6 million through improved prioritization and increased transparency.

GE SECURITY (now part of United Technologies), Austin, Texas**2004 – 2005**

World's leading designer and manufacturer of integrated security solutions, including high-tech video surveillance, life and property protection, and explosives and narcotics detection

Chief Information Officer

Reporting to the CEO of a newly acquired business unit, provided strategic and operational leadership to a team of 8 directors and 300+ professionals located in Europe, US and Asia; with a \$45 million budget.

Reshaped Information Technology and Customer Service as strategic operating units of the newly formed business. The 80% annual growth rate fueled by significant acquisition activities demanded business process re-engineering and simplification through IT-based initiatives.

- Enhanced the customer experience by consolidating 200+ websites into a single web-based store (“gesecurity.com”) and connecting 5 call center locations through a single global call center platform.
- Enabled efficiencies throughout the supply chain by globalizing the footprint of common ERP, CRM and business intelligence systems running on a high-availability, scalable architecture.
- Built a global IT organization aligned with sub-businesses while optimizing resources through outsourcing resulting in 1.6 million (18%) employee cost reduction.
- Maximized the return on investment for IT spending through improved practices in asset management (software and hardware), vendor contract management, and centralized IT procurement (RFPs, RFQs, vendor reviews, etc.), yielding increases in the internal rate of return of up to 250%.

GE COMMERCIAL FINANCE, Stamford, Connecticut

2003 – 2004

World’s leading provider of financial services with over \$220 billion in assets and core operations in Distribution Finance, Energy Finance, Aircraft Finance, Real Estate Finance, and Structured Capital

Chief Software Technology Officer

Reported to the CIO of a newly restructured and consolidated \$20 billion business, then the largest division within GE. Full strategic planning and P&L management responsibility for a \$120 million Enterprise Software Solutions Shared Services operation and responsible for the corporate-wide application portfolio strategy and solutions delivery process. Directed a global team of 500+ professionals.

Led transformation of a complex systems environment driven by architecture variation, application redundancies, and lack of adherence to systems development principles while facing strong resistance from business unit IT teams to the idea of a single global operating model targeting shared execution and core development.

- Built a global software shared service from ground up spanning eight businesses.
- Turned around the “Global Lease Management” program that had been in progress for over 4 years with \$200+ million already spent through strong program management discipline.
- Delivered an enterprise “Loan Management” system within six months, replacing 3 applications.
- Launched “One Enterprise” initiative by building a transactional backbone through 6 enterprise-wide systems: CRM, Financials, Lease Management., Loan Management, Data Warehouse, and Document Management.
- Operationalized plans to simplify the systems architecture and achieve CMMi Level-3 excellence eliminating 20% applications, reducing 10% (\$12 million) annual costs within the first 18 months.

GE AERO ENERGY, Houston, Texas

1999 – 2003

Leading global designer, manufacturer and service provider of gas turbines and distributed power solutions

Chief Information Officer

Reported to the CEO of a newly formed business that grew from \$400 million to a \$3.2 billion global business over 4 years. Led a team of 150+ professionals and managed a budget of \$30 million.

Built the IT and e-Commerce functions from the ground floor at a time when IT was transitioning to a central strategic business function. The 70% annual growth rate demanded significant business process re-engineering through IT initiatives, while subsequent acquisition activities created a very complicated technology footprint.

- Re-engineered the supply chain processes and implemented ERP, CRM, PLM, project management, and MMS, creating an integrated transactional backbone. The 3-years program delivered \$100 million in operating income, 400% increase in inventory turnover and 65% reduction in production cycle-time.
- Reduced the technology spend per user by 40% while the “IT users as a percentage of employees” grew from 47% to 95%.
- Led the acquisition and integration of 5 newly acquired companies.

- Implemented a Six Sigma-based systems development methodology reducing the development time by 30% and the delivery “variance-to-want time” by 40%.

GE AVIATION, Cincinnati, Ohio**1994 – 1999**

World's leading manufacturer and services provider of jet engines for commercial, military, marine and industrial applications

IT Director - North American Service Operations ('97 – '99)

Directed IT support for the North American Services operations, a \$1.6 billion services business. Led a team of 90+ professionals and managed \$22 million budget.

- Integrated a \$1.8 billion acquisition, the 2nd largest acquisition in GE history. Deployed a common infrastructure and set of systems resulting in a 20% cost reduction.
- Conceptualized and led the development of an Engine Records System, holding configuration data of thousands of CFM56 and CF6 engines in operation around the world.
- Conceptualized and led the development of a knowledge-based Advanced Workscope Generation System to help propulsion engineers develop accurate engine overhaul worksopes.
- Led the development of a global Shop Floor Execution System for Overhaul and Repair shops, implemented across all U.S. Service shops.
- Generated over \$4 million in productivity gains by championing Six Sigma within the organization.

IT Manager - Strother Field Service Operations ('94 – '97)

Recruited to rebuild the recently downsized IT organization and modernize the IT operations that supported the world's largest (\$500 million revenue/20% CAGR) aircraft engine service and manufacturing operation. Managed a team of 15 and a \$4 million operating budget.

- Implemented an Aircraft Engine Troubleshooting Expert System to capture knowledge and experience for testing aircraft engines.
- Spearheaded the development of an Automatic Storage and Retrieval System and Shop Floor Control System resulting in \$900,000 annual savings.
- Led the development and implementation of Shop Floor Control System for service shops delivering \$400,000 annual benefits.
- Coordinated twelve Six Sigma projects, delivering over \$450,000 in operational benefits.

LINDER & ASSOCIATES, INC., Wichita, Kansas**1988 – 1994**

One of the top 100 US electrical and telecommunications contractor

Partner & Member, Board of Directors ('93–'94)**Director, Information Systems and Business Development ('90–'94)****Assistant Manager-Operations ('88 – '90)****BOARD MEMBER:****Inbox Business Technologies (Jul 2020 – May 2022)****EDUCATION:**

Master of Business Administration, Wichita State University, 1994

Bachelor of Science in Electrical Engineering, Wichita State University, 1988
