

SANDEEP GUPTA NALAM

ENTERPRISE TRANSFORMATION | GLOBAL CAPABILITY
CENTERS | AI-ENABLED BUSINESS TRANSFORMATION

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PROFESSIONAL SUMMARY

Enterprise Transformation and Global Capability Center leader with nearly 20 years of experience helping Fortune 500 organizations design, establish and scale Global Business Services, Shared Services and Global Capability Centers. Proven expertise in operating model design, enterprise transformation, finance transformation, strategic transitions and executive governance across Technology, Healthcare, Consumer Goods, Hospitality, Manufacturing and Professional Services.

Recognized for leading complex transformation programs from business case through stabilization, building scalable operating models, strengthening executive governance, and delivering large-scale organizational change. Increasingly focused on applying Artificial Intelligence to modernize enterprise knowledge management, operational excellence and decision support, while building AI-native products that solve real business problems.

IMPACT CREATED

- **Led enterprise transformation initiatives** across Fortune 500 organizations spanning Technology, Healthcare, Hospitality, Consumer Goods, Manufacturing and Professional Services, enabling sustainable operating model transformation and long-term business value.
- **Designed and established Global Capability Centers (GCCs), Shared Services and Global Business Services (GBS) operating models**, supporting business case development, transition planning, governance, organizational design and post-go-live stabilization.
- **Built and scaled global delivery organizations** supporting complex finance and business operations, including organizational design, workforce planning, capability development and operational readiness.
- **Directed large-scale transformation programs** covering Finance Transformation, Record-to-Report (R2R), FP&A, Procure-to-Pay (P2P), Reconciliations, Statutory Accounting and enterprise process standardization.
- **Established executive governance frameworks** that improved decision-making, executive visibility, risk management, milestone tracking and stakeholder alignment across multi-million-dollar transformation programs.
- **Led workforce transition and organizational change initiatives**, including large-scale rebadging, organizational restructuring, knowledge transfer and capability build programs while maintaining business continuity.
- **Modernized enterprise knowledge management**, expanding process documentation from approximately 600 to nearly 4,000 documented activities during an accelerated transformation program and introducing AI-assisted SOP generation to improve documentation quality and operational scalability.
- **Built trusted relationships with C-suite executives, Global Process Owners, Business Unit Leaders and Delivery Organizations**, enabling successful execution of highly visible enterprise transformation initiatives across geographically distributed teams.

PROFESSIONAL EXPERIENCE

HCL Technologies

2025 - till date

Deputy General Manager - Enterprise Transformation & GCCs

- Led the establishment of a Global Capability Center for a global hospitality organization, driving enterprise finance transformation, workforce integration, governance and AI-enabled knowledge management to build a scalable operating model.
- Directed end-to-end finance transition covering **FP&A, R2R, Reconciliations and Statutory Accounting**, enabling successful GCC establishment and operational stabilization.
- Expanded enterprise process discovery from approximately **600 to nearly 4,000 documented business activities** within an accelerated 45-day timeline, significantly improving transition readiness and governance.
- Supported the organizational integration of **230+ associates**, ensuring workforce continuity, capability development and seamless business operations.
- Introduced an **AI-assisted SOP generation framework**, improving documentation quality, knowledge retention and onboarding efficiency.
- Established executive governance, transformation dashboards and decision forums that strengthened stakeholder alignment and program visibility.

Accenture

2018 - 2025

Senior Manager - Enterprise Transformation & Strategic Programs

- **Led complex enterprise transformation, Global Capability Center and Shared Services programs** for multinational organizations, partnering with executive leadership to design operating models, execute strategic transitions and establish governance frameworks supporting long-term organizational growth.
- Directed enterprise transformation programs spanning **GCC establishment, Shared Services, Finance Transformation and Operating Model Design** across multiple industries.
- Designed target operating models supporting migration of approximately **250 global roles** and helped scale offshore organizations supporting **up to 190 professionals**.
- Established executive governance frameworks comprising steering committees, executive dashboards, milestone management and risk governance, significantly improving transformation execution and stakeholder confidence.
- Recovered high-risk transformation programs through governance redesign, executive stakeholder alignment and disciplined program management.
- Led enterprise knowledge management initiatives involving **5,000+ operational documents**, strengthening business continuity, compliance and organizational readiness

KPMG Global Services

2015 - 2018

Manager - Global Business Services Transformation

- **Supported enterprise transformation initiatives** by strengthening governance, standardizing operating models and enabling Global Business Services across geographically distributed organizations
- Established executive reporting and governance frameworks that improved visibility, decision-making and transformation oversight.
- Partnered with business leaders to standardize operating models, service delivery metrics and governance structures supporting global operations.
- Developed transition documentation, governance artifacts and performance reporting that improved consistency across multiple transformation initiatives.
- Strengthened cross-functional collaboration by facilitating executive workshops, operational planning and structured risk management.

EXPERIENCE (CONTINUED)

Tata Consultancy Services

2008 - 2015

Transition & Transformation Consultant

- Built foundational expertise in enterprise transformation through global transition programs, knowledge transfer initiatives and operating model implementation supporting multinational organizations.
- Executed end-to-end transition programs covering due diligence, transition planning, knowledge transfer, operational readiness and stabilization.
- Led international transition initiatives consolidating payroll and taxation operations into centralized offshore delivery centers supporting 100+ professionals.
- Redesigned knowledge transfer and capability development frameworks that accelerated operational readiness while minimizing business disruption.
- Coordinated governance, executive reporting and stakeholder communication across geographically distributed delivery organizations

AI LEADERSHIP & INNOVATION

SELECTED INITIATIVES

- **Founder of an AI-powered Coach Intelligence Platform** that transforms coaching observations and tournament videos into personalized athlete development plans, measurable progress tracking and parent-ready reports.
- Designed AI-assisted workflows for **voice-to-structured observations, video intelligence, automated documentation and personalized recommendation engines**, reducing manual effort while improving coaching effectiveness.
- Introduced AI-assisted **knowledge management and SOP generation** concepts within enterprise transformation programs to improve documentation quality, process consistency and organizational scalability.
- Continuously exploring practical applications of **Generative AI, Agentic AI and Intelligent Automation** for Global Capability Centers, Shared Services, governance and enterprise operating models.

EDUCATION & PROFESSIONAL DEVELOPMENT

Masters of Business Administration (MBA)

2005 - 2007

Bachelor of Engineering (BE)

2001 - 2005

PROFESSIONAL FOCUS

- Enterprise Transformation
- Global Capability Centers
- Artificial Intelligence
- Business Strategy
- Product Development
- Leadership Excellence

SELECTED CAREER HIGHLIGHTS

- Nearly **20 years** of progressive leadership experience spanning Operations, Enterprise Transformation, Shared Services and Global Capability Centers.
- Successfully delivered enterprise transformation initiatives across **Technology, Healthcare, Hospitality, Manufacturing, Consumer Goods and Professional Services** sectors.
- Built expertise across the complete transformation lifecycle—from **business case and due diligence** through **operating model design, transition execution, governance and operational stabilization**.
- Experienced in partnering with **C-suite executives, Global Process Owners, Business Unit Leaders and Delivery Organizations** to deliver strategic transformation initiatives.
- Passionate about applying Artificial Intelligence to modernize enterprise operating models, knowledge management and decision-making while building scalable AI-powered products.