

ROSHNA ELIZEBETH GEORGE

Strategic Business Transformation Leader | Turning Vision into Sustainable Value

+919740472122 @ roshjoe@gmail.com https://linkedin.com/in/roshnageorge

https://www.roshnageorge.com/ Bangalore, India



SUMMARY

I'm Roshna George, a **Strategic Business Transformation leader** with nearly two decades of experience **translating vision into clear strategic direction and structured business models** across multiple sectors in India, the Middle East, and global markets. While many transformation efforts chase speed, cost savings, or structural change in isolation, I build and embed disciplined integration - aligning strategy, execution, capital, technology, and governance into one coherent performance system, so growth compounds enterprise value than eroding it.

My mandate is simple: protect and expand enterprise value through strategic coherence.

Key Achievements

- **Doubled program value** with only **1.29x** headcount growth, generating measurable operating leverage during post-M&A expansion.
- **Transformed callback governance** by **reducing DSAT 75%** (12%→3%) and protecting brand equity and retention at scale.
- **Enabled 3x capacity expansion** while sustaining throughput and accreditation compliance.
- **Reduced customer contact load 62% scaled partner network 233%**, and through automation-led integration
- Secured **88.64% global IKEA IWAY compliance**, mitigating risk and ensuring contract continuity.
- **On-time delivery** from 65% to **95%** and reduced rework by **40%**, institutionalising enterprise-grade execution and margin discipline.

SKILLS

Corporate Governance | Enterprise Transformation | Strategic Planning & Oversight Business & Process Transformation | Operational Excellence | Risk & Resource Optimization | Digital & Automation Enablement Quality Systems & Performance Management | Change Leadership | Global Team Leadership

EXPERIENCE

07/2024 - Present

Remote

Head of Strategy, Scale & Organizational Execution

Studio137 | SaaS / Technology Services

Enterprise Scale Enablement: 2x Program Value Growth with 95% On-Time Delivery

Post - acquisition, I architected an enterprise operating and execution governance layer, transitioning the organization from transactional assessments to complex, product-led programs. By formalizing scope control, clarifying decision rights, embedding QA discipline, and instituting predictable execution cadences, I converted fragmented delivery into a scalable operating system, enabling higher-complexity programs to grow without margin erosion or execution volatility while preserving speed and accountability.

Enterprise leadership actions

- Designed cross-functional planning and execution rhythms linking commercial commitments, capacity planning, and delivery governance.
- Clarified accountability and decision rights across PM, design, development, and QA to reduce coordination friction.
- Embedded financial discipline through structured estimation and change governance, eliminating margin leakage.
- Standardized workflows and visibility systems (ClickUp), increasing execution transparency and reducing bottlenecks.

Impact as COO-equivalent owner

- Increased portfolio on-time delivery from **65% to 95%** (+30 pts), materially improving forecasting reliability, execution stability, and capacity planning accuracy.
- Doubled program value and delivery depth while scaling headcount only **1.29x**, generating measurable operating leverage.
- Reduced rework by approximately **40%** through disciplined scope governance, protecting gross margins during scale.
- Sustained **95% SLA** adherence via structured QA architecture and performance accountability.

11/2021 - 06/2024

Bangalore

Transformation - EV Customer & Dealer Operation

Ather Energy

Enterprise Scale Enablement: 62% Lower Agent Dependency, 85% Faster Cycles

Joined during hyper-growth in the EV market and redesigned fragmented, manual service and dealer operations into a scalable, governance-led operating model. Embedded Lean discipline, automation, and execution control to increase throughput, reduce cost-to-serve, and protect brand experience while supporting rapid ecosystem expansion.

Impact on enterprise operations

- Reduced customer dissatisfaction from **12% to 3%**, protecting brand and repeat revenue.
- Re-engineered warranty settlement cycles by approximately **85%** (72-152 days to 15-20 days), strengthening retail partner liquidity and working capital efficiency.
- Reduced customer contact load by **62%** through automation-led integration, enabling over 200% retail network expansion without proportional hiring, training overhead, or customer experience variability.

Enterprise leadership actions

- Designed and institutionalized operating models aligned to product, service, and growth strategy.
- Governed end-to-end transformation (design → UAT → stabilization) to ensure measurable value realization.
- Implemented real-time CSAT, SLA, and performance dashboards, shifting service operations from reactive resolution to proactive governance.

EXPERIENCE

05/2020 - 03/2021

Bangalore

● Sales Execution & Revenue Transformation

Springboard | EdTech

Revenue Acceleration: 53% Faster Sales Ramp

During Springboard's India market entry, I engineered a structured sales execution and quality governance system to align rapid product pivots with frontline behaviour. By standardizing onboarding, messaging, and call quality frameworks, compressed ramp time from 30 to 14 days - enabling earlier quota attainment while reducing mis-selling, refund risk, and execution variance during rapid expansion.

Impact on revenue operations

- **Reduced time-to-productivity 53%** (30→14 days), accelerating sales capacity deployment
- **Increased revenue predictability** by standardizing sales execution and quality governance.

Enterprise leadership actions

- Designed scalable onboarding and knowledge architecture
- Institutionalized sales quality standards and feedback governance

02/2018 - 03/2019

Dubai, UAE

● Governance & Quality Transformation Specialist

Duserve | Facilities Management

Enterprise Value Protection: 90% Contract Continuity & 30% Risk Reduction

Stabilized semi-government operations during a leadership reset by institutionalizing process-led governance across multi-site delivery. Led ISO 9001 QMS rollout and strengthened compliance discipline, securing 100% contract continuity and achieving an 88.64% IWAY audit score for flagship client IKEA. Reduced quality escalations ~30%, restoring service reliability and enterprise credibility.

Impact on enterprise stability

- **Reduced quality escalations by approximately 30%**, lowering operational risk exposure.
- **Secured multi-year renewals** through compliance rigor and audit readiness.
- Reversed contract attrition and restored client confidence.

Enterprise leadership actions

- Oversaw ISO 9001 QMS implementation across multi-site operations and vendors
- Trained 300+ staff, reducing supervision dependency and increasing process adherence
- Led IKEA IWAY certification, **achieving 88.64% audit score** and ensuring contract continuity

11/2009 - 11/2013

Al Ain, UAE

● Enterprise Scale Enablement

Oasis Hospital

Strategic Scalability: 185% Capacity Growth with Sustained Accreditation

Built and institutionalized the hospital's quality and governance function, enabling seamless expansion from 70 to 200 beds (185% growth) while maintaining operational stability and consecutive JCIA accreditation. Standardized 3,000+ clinical and operational policies, embedding compliance discipline and reducing clinical risk during large-scale facility transition.

Impact on operations

- Supported **185% capacity expansion (70→200 beds)** while sustaining throughput stability.
- Maintained **consecutive JCIA accreditation** across expansion cycles.
- Reduced clinical and compliance risk through governance-led systems.

Enterprise leadership actions

- Governed **3,000+ policies, SOPs**, and clinical documents.
- Trained **300+ staff** on quality and compliance frameworks.
- Implemented **Lean process redesign** and barcode-enabled inventory controls to strengthen supply-chain reliability.

EDUCATION

01/2015 - 12/2016

● Global MBA

Swiss Business School

01/2003 - 12/2007

● B.E. Electronics & Communication

Anna University

CERTIFICATIONS

Lean Six Sigma Black Belt

QMS Lead Auditor (IRCA)

REFERENCES

<https://www.roshnageorge.com/>

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