

1. Personal Details

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2. Business/Professional Expertise

- Visioning, Strategic Planning and Execution Excellence in Information Technology
 - Financial acumen and Management
 - Market and Customer focus
 - Objectivity and Equanimity
 - Empathetic Listening
 - Leading by example
 - Ability to construct Win Win solution embracing all stakeholders
 - Corporate Governance
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3. Professional Background

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| Founder and CEO : <i>Since Feb 2005</i> | Theme Work Analytics (P) Limited, Bangalore, India ; & Purdue Research Park, West Lafayette, IN 47906, USA Founded to lead as a global firm in the information Technology arena that has Intellectual Property Rights At the core of its revenue management strategy |
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| Entrepreneur at Residence : (2006 to 2011) | Discovery Park, Purdue University, West Lafayette, IN 47906, USA |
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| Senior Vice President : & Fellow of | Infosys Technologies Limited, Bangalore, India (2004 revenues : USD 1.06 billion ;profit of 0.28 b;) (25000+ employees worldwide) |
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| 2003 Oct – 2004 Aug : | Director , Infosys leadership Institute |
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| 1999 Oct – 2003 Sep : | Head, Domain Competency Group |
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1995 Oct – 1999 Sep : Head , Strategic Business Unit 2 (focused on Financial Services sector)

Key results achieved

- Established Financial Services as the key business segment for Infosys; contributing to 35 % of Infosys Revenue
- Within the above, Opened up the Insurance sector ; contributing to 12 % of revenues
- Key customer relationships developed with Goldman Sachs, JP Morgan, AON, Aetna, Amex, Bank of America, DHL, Verizon, Franklin Templeton, NYLI, Caltex,VISA ,Nestle, State Street, Fidelity ,TD Waterhouse and Schlumberger
- Facilitated many RFP wins through Thought Leadership
- Opened up the APAC region business including penetration into Japan
- Lead SBU2 in CMM Level 5 certification;1069 employees in 1999

- DCG with domain expertise in Banking, Insurance, Securities, Manufacturing, Retail , Utilities, Transportation and Health Care has become the strategic core of Infosys in vertical penetration.
- Solutions in Perishables Management Supply Chain, HIPAA in Health Care, Basel 2,STP and SOX in Financial Services lead through DCG
- Implementation of the 3 tier Leadership Model ;integration of management and leadership development functions

- Director on the board of Jasdic Park till 2003 ; a joint venture company in Japan lead by Dr.Kenichi Ohmae
- Leader of the Thought Leadership team on Technologies such as Convergence, Collaboration, Web Services and Knowledge Management

Work Experience Continued:

**Chief Executive Officer/
Technical Director**

**Hitek Software Engineers Limited,
Kingston, Jamaica, West Indies**
(subsidiary of the ICWI Group lead by
Hon.Dennis Lalor)

Nov 1989 – Jan 1993 : Chief Executive Officer

Feb 1993 – Dec 1994 : Technical Director

Key results achieved

- Set up Hitek as an independent firm within 2 months of joining the ICWI Group
- Lead the development and implementation of state of the art Integrated General Insurance System in RISC 6000 and AIX, Ingres Platform covering the functions of Underwriting, Claim Processing, Reinsurance, Financial Accounting and Commissions.

- Developed /implemented General,Life and Group Health insurance systems; Banking solutions;Property Management Systems.
- Nurtured a multi cultural and international work force
- Hitek was run as a profitable firm from year one to four.
- Facilitated international tendering ,evaluation and selection of systems for Caribbean Cement Company

Chief Executive Officer

**Cholamandalam Software Limited,
Chennai, Tamilnadu,India**

(a public limited ITES and software services firm promoted by Murugappa Group)

Dec 1986 – Oct 1989 : Chief Executive Officer

Key results achieved

- CSL acted as the Registrar for many IPOs and provided subsequent shareholder services to many customers in India.
- Provided Data processing services for Murugappa group companies and others on DG Eclipse 350 system.
- Developed expertise in Examination results Processing and other services.
- Pioneered in design of PC based solutions in the Indian market. Developed PC based applications for Financial Accounting, Fixed Income Portfolio Optimization, Lease and Hire Purchase management.
- CSL was run as a profitable company till 1998. It had to be wound up due to unviable business model in 1999. Successfully carried out these tasks taking care of the interests of Unionized employees.

Work Experience Continued :

Oct 1982 – Nov 1986 : **Manager, Management Services,
MRF Limited, Chennai, India.**

Apr 1979 - Sep 1982 : **Group Leader, Quantitative Methods Group
Tata Consultancy Services, Bombay,India**

Dec 1977 – Mar 1979 : **Faculty, Administrative Staff College of India,
Hyderabad, India**

Key results achieved

- Lead the design and implementation of large mainframe based quantitative and analytical solutions to multiple sectors in India during early eighties.
- Public transportation, Product Mix optimization , Plant Location, Project Monitoring Systems, Econometric Analysis , Banking MIS etc covered with large scale enterprises in India
- Pioneered the use of Unix and PC based systems for commercial enterprises in India during the mid eighties .Production Management and Accounting, financial Accounting Applications for multiple companies implemented.
- Use of I.T. as a differentiator in business for the Tire industry; lead the development of integrated applications across multiple factories and sales offices.
- Pioneered the use of computers for Returned Goods Analysis in the tire industry
- Taught concepts of Management Science to thousands of industry and government executives in late seventies.

Educational Background :

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| Purdue University, USA | : | Doctor of Philosophy : | 1977 |
| Indian Inst.of Technology, Madras,India | : | Master of Technology, in Industrial management : | 1973 |
| Indian Inst. of Technology , Madras,India | : | Bachelor of Technology, in Aeronautical Engineering : | 1971 |
| St.Joseph's college, Trichy,India | : | Pre University | : 1966 |

Recognitions :

- Government of India National Merit Scholarship holder from 1965 to 1971 and GOI Scholarship for Study Abroad from 1973 to 1977
- IIT Scholarship from 1971 to 1973
- Ranked 14th in the State of Tamilnadu in High School Graduation (more than 100,000 students took the examination)
- Second rank at IITM in Aeronautical Engineering (GPA of 9.2)
- Recognised as an Outstanding Alumnus of the School of Industrial Engineering at Purdue University in 2001
- Falicitated by IIT, Madras in 2001

- Honorary Fellow of the Indian Institute of Materials Management
- Given the status of a Fellow at Infosys Technologies Limited in 2003
- **Invited speaker in numerous industry, educational and professional fora on Financial Services, Supply Chain Management and Leadership Development**
- Adjunct faculty at the School of Management at University of West Indies in Kingston, Jamaica (1993 to 1994)

4. Board Experience

- 1986-89 : as CEO of Cholamandalam Software Limited , reported to the Board. Responsible for drafting and presenting the business Strategy and its execution. (CSL is one of the earliest public Limited I.T.companies in India providing BPO and software Services.
- 1989-94 : Member of the board of Hitek Software Engineers Limited at Kingston, Jamaica, West Indies. Visioning, strategy formulation, Execution and corporate governance functions performed.
- 1995-04 : As management Council member at Infosys ,was involved in many tasks of reporting to the board, interacting with internal and external board members in strategic planning tasks. Was a member of the audit committee in 1997,98.
- 1999-03 : Member of the Board of Jassdic Park Company at Tokyo,Japan as Infosys nominee. Performed the roles of Strategic plan reviewer, operational performance reviewer and corporate governance.

5. Membership of Professional Organizations

- Life member of Operational Research Society of India
- Life member of Computer Society of India
- Honorary fellow of the Indian institute of Materials Management
- Member of Computer Society of Jamaica, WI (till 2004)
- Member of INFORMS, USA

6. Publications and Presentations

Articles

- Parasuram Balasubramanian, *Cross-Cultural Decision Making: Impact of Values and Beliefs on Decision Choices*, pp 65-88, Chapter 5 of the book *Cultural Factors in Systems Design*, Editors: Robert W Proctor, Shimon Y Nof and Yuehwern Yih, CRC Press, 2012
- Parasuram Balasubramanian, *Automating Information and Technology Services*, pp 1265-1284, Chapter 71 of the *Handbook of Automation*, Editor: Shimon Y Nof, Springer-Verlag, 2009
- P. Balasubramanian, *Future of OR/MS Applications: A Practitioner's Perspective*, pp 26-1 to 26-13. Chapter 26 of the book *Operations Research and Management Science Handbook*, Editor: A. Ravi Ravindran, CRC Press, 2008
- Parasuram Balasubramanian and Others: *Understanding and Improving Cross-Cultural Decision Making in Design and Use of Digital Media: A Research Agenda*. pp 151-190, *International Journal of Human Computer Interaction*, Vol 27 (2) 2011
- Parasuram Balasubramanian, *The 21st Century IE*, pp 34-39, *Industrial Engineer Magazine*, Volume 42: Number 5: May 2010 published by the Institute of Industrial Engineers, USA
- P. Balasubramanian and Others, *Supply Chain Issues in Knowledge –based Service Industries: Discussion Editor: Janat Shah and published in IIMB Management Review Vol 19 (2), pp 173-188, June 2007*
- P. Balasubramanian and Ashish Kumar Tewary, *Design of Supply Chains: Unrealistic Expectations on Collaboration*, pp 463-474, Special Publication of *Electronic commerce and Electronic Business*, Guest Editors: Y Narahari and N R S Raghavan; *Sadhana*, Volume 30 Part 2 and 3, April/June 2005
- Parasuram Balasubramanian, *Optimal Sales Facilitation Process for Project Services Firms*, pp 42-55, Invited Contribution of Third National Conference on Management Science and Practice, (MSP 2008), Editor: N. Ravichandran, Allied Publishers Pvt.Ltd., New Delhi, 2011
- P. Balasubramanian, *Embedding Behavioral Science Concepts in computer System Design*, Contributed paper, Paper 3.31, Vol 1, Proceedings of The 21st Annual Convention of the Computer Society of India, Held at Calcutta, India, Jan 22-25, 1986

- Parasuram Balasubramanian, *MIS Design and Implementation Issues in the Indian Context*, pp 108-116, Invited Paper presented at the 17th Annual Convention of the Computer Society of India, held at Madras, India , Jan 22-25, 1982
- P.Balasubramanian, *Optimal Programs Selection in Syphilis Control through Goal Programming*, Paper presented in Technical session 1 of the Eleventh Annual Convention of the Operations Research Society of India held in Bangalore, India, Dec 29-30,1978
- P.Balasubramanian, *State of the Art in Health Status Indicators- A Review and A Proposal*, ASCI Journal of Management, Vol 8 (1) , pp64-78, Sep 1978
- P.Balasubramanian, *Optimal Resource Utilization in communicable Disease control with special reference to Syphilis control*, Unpublished Doctoral Dissertation, School of Industrial Engineering, Purdue University, USA, Dec 1977

Invited Presentations

- National Workshop on *Modeling, Analysis and Industrial Applications of Advanced Operations Research Techniques*: Inaugural address delivered at M.S. Ramaiah Institute of Technology, Bangalore on Aug 22,2011
- *Modeling Opportunities and Challenges in the internet Era* : Keynote Session delivered at the National Workshop on Modeling, Analysis and Industrial Applications of Advanced Operations Research Techniques: held at M.S. Ramaiah Institute of Technology, Bangalore on Aug 22,2011
- *Cross Cultural Decision Making- Impact of values and beliefs on decision choices*: Invited session for the course on Globalization and Engineering at Purdue University, West Lafayette,IN,USA on Sept 9. 2010
- *Cross Cultural Decision Making- Impact of values and beliefs on decision choices*: Invited session at the First Salvendy Symposium on Frontiers of Industrial Engineering held at the Purdue University Campus from April 23, 2010 to April 25, 2010
- *Technology Innovation to Commercial Translation : A case study for treatment of urethral stricture*. Session delivered at the Bindley Bioscience Center, Discovery Park, Purdue University, West Lafayette, IN 47907, Sept 18 2009
- *Industry Academia Collaboration Framework*: Delivered at the 2009 Annual Meeting of the Academy of Management, Chicago, IL USA on Aug 10, 2009

- *Operations Research and Information Technology- Opportunities Ahead*: Keynote Address delivered at The International Conference on Operations Research Applications in Engineering Management (ICOREM), Anna University, Tiruchirappalli Main Campus , Tamilnadu, India on May 27, 2009
- *Current Business Opportunities and Challenges in China and India*: delivered at Discovery Park, Purdue University West Lafayette, IN, USA on March 28 2009
- *Welcome to the corporate World: To Transition from the world of a student to that of an Executive*, Invited session delivered at the BTL Institute of Technology, Bangalore on Jan 20,2009
- *Research Ecosystem : industry Perspective*, Delivered at the PAN IIT Alumni 2008 Global Conference held at the Indian Institute of Technology, Madras on Dec 20, 2008
- *Leveraging Analytics Anywhere* presented at MATS School of Business & I.T, Bangalore, India on Nov 29,2008
- *Innovations in Indian IT industry*: Interactive Session delivered at the Univ. of Minnesota, IISc Joint Workshop on Technology Management held at the Indian Institute of Science, Bangalore. April 1, 2008
- *Exploring e Business paradigms*: Interactive session with the MBA students at the Indian Institute of Science, School of Management Studies, March 20,2008
- *SCM Talent Management in India*: Panel discussion presentation at the India Sourcing Summit 2008 organized by IIM Bangalore, together with the International Supply Management Institute (SMI) at Bangalore, on 8-9 February, 2008
- *Opportunities for O.R. Professionals in the internet era*: PROF. T. R. NATESAN ENDOWMENT LECTURE at Anna University, Chennai, India on Feb 06 , 2008
- *Determinants of Success in Operations Research Projects: A Practitioner's Perspective*, Presented at the 40th Annual Convention of Operational Research Society of India at Indian National Science Academy, New Delhi December 04-06, 2007
- *Leveraging Analytics in Financial Services at Dell India P Ltd*, Bangalore on April 05, 2007
- *Business Analytics : a Practitioner's Perspective of Optimization Models : relevance and utility* Keynote Address delivered at M S Ramaiah Institute of Technology , PITOM Workshop at Bangalore on March 09,2007

- *Supply Chain Management in Knowledge Based Service Industries* : Invited Session at the Indian Institute of Management, Bangalore on Jan 25, 2007
- *Paradigm Shifts in Vendor Partnering within the I.T.Services industry*: Invited Session Delivered at the Vendor Meet of Flextronics Software Systems Limited. New Delhi : March 3, 2006
- *This Century belongs to the Engineer –Entrepreneur*: Special Invitation Talk Delivered to Graduating Engineering Class at MEPCO Schlenk Engineering College, Sivakasi, Tamilnadu, India on Feb 16,2006
- *Application Software Maintenance- A Queuing Theory approach for continuous improvement* : Delivered at the Indian Institute of Science Management Studies Program at Bangalore on Feb 2006
- *Supply Chain Management; SC Metrics, Collaboration Models and Innovation Imperatives* : Invited Session at the Tata Tea Executive Conference, Thiruvananthapuram, India on Aug 26,2005
- *Overview of Supply Chain Management* : Invited Talk at the R.V.College of Engineering, Bangalore, India on May 17,2004
- *Business Analytics : a Practitioner’s Perspective* : Invited Talk at Honeywell Technology Solution Labs, Bangalore on Apr 15,2005
- *Societal Agenda : Role of I.T. in Governance Facilitation* : Invited Session at The Goa Agenda : Emerging Markets in I.T. at Panaji, Goa, India On Feb 20,2004
- *Collaboration Synergies within the Firm* ; Delivered at the Executive Workshop on Supply Chain Management at the SCALE 2003 Conference of the Indian Institute of Materials Management, Bangalore chapter on Dec. 6, 2003
- *The Essence of Leadership What is the corporate leadership that India needs today ?*: Invited talk at the Faculty of Management Studies at Delhi, Feb 2003
- *Information Technology as an enabler of SCM*: session delivered at the IIMM AMMP Conference at Chennai on Dec 4, 2002
- *Leadership through Technology* an invited session delivered at the National Insurance Academy, Pune, India May 18,2000