

**ROOPA UNNIKRISHNAN**

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**More than a decade of experience in strategy and organizational change:**

experience with senior teams delivering significant organizational results

**Oxford MBA; Rhodes Scholar**; significant non-profit board/ trustee experience

**EXPERIENCE**

**Pfizer, New York, USA**

*April 2007-present*

**Vice President, WBB Talent and Organization Development** Jan 2009 – present

- Deliver the global People and Organization strategy for the Pharma business
- Lead global team, having restructured it to meet financial commitments and global/regional needs
- Establishing strategic workforce plans for growth and change markets

**Senior Director, WW Talent and Organization Development** Sept – Dec 2009

- Established the Integrated Talent Strategy statement, that was leveraged in the Pfizer Talent Report
- Redefined the Portfolio Review process to drive for greater effectiveness, accountability and impact

**Senior Director, WW Strategy and Innovation**

July 2008 – Sept 2009

- Lead the development of company-wide Innovation tools, culture and selected projects (confidential nature of projects prevent sharing of further details)
  - Established the Innovation Advisory Council which includes Esther Dyson, Muhammad Yunus, etc.
  - Validated multiple innovation spaces including: VC investments in Global Access models, Physician practice management, Alternate Pharmacy benefits, eHealth strategy, etc.

**Director, executive leadership team technology strategy** April 2007–June 2008

- Technology point-person for the Corporate Strategy team
- Leader of the Financial Impact team that identified \$100MM in cost savings through analytic work and cost-focused workshops, and in line to deliver such

cost savings for the '08 calendar year

**Citigroup North America, CitiCards Division, New York, USA** *April '06-April'07*

SVP, Strategic Planning Group, Enhancement Services

Strategy lead for \$1B revenue-generating unit that cross-sold non-financial products to credit card base. Key responsibilities and achievements in the first year in the role was the development of a Product Council that generated and delivered significant new product ideas (expected delivery of ~\$20 MM in 2007/2008), and leading cross-affiliate efforts for the group.

**Katzenbach Partners LLC, New York, USA**

*March 1999-April 2006*

Practice Lead, Outsourcing Practice – current title; previously, engagement manager and consultant

Employee #6 in an organization and strategy-focused consulting firm that has grown to more than 120 employees. Specialize in senior management and people strategy for Fortune 100 and Fortune 500 companies spanning pharmaceuticals, health insurance, financial institutions, energy, prestige beauty and skincare, airlines and media.

PAST PROJECTS:

- Collaborating with the leadership of a top-ranked Business Process Outsourcing company to structure its strategy and people development processes and systems.
- Visioning the future for the central research library and associated investment implications for a top-tier US university
- Published a widely-quoted study on the Relative Value of Growth TM (RVG) expectations of in India, US and Europe-based outsourcing companies. Interviews/citations in several TV programs and business publications, including BusinessWeek.
- Defined appropriate development and evaluation systems for two sales groups (one, newly created; the other, newly reorganized) within a Fortune 100 retirement planning company with more than \$300 billion in assets under management.
- Managed team working on year-long effort around strategic initiatives within the technology division of leading pharmaceutical company, including innovation space identification, drafting of a portfolio management process and revising the people management and development program.
- Defined appropriate development and evaluation systems for two sales groups (one, newly created; the other, reorganized) within a Fortune 100 retirement planning company , managing more than \$300 B in assets
- Developed talent management processes of one of the largest manufacturers and marketers in the prestige beauty and skincare industry. Responsibilities included creating a succession planning process for the U.S. corporate functions, and development strategies for top talent

- Managed team working on strategic initiatives to take the technology division of leading pharmaceutical company to the next level of excellence. The year-long project helped the organization set a new technology strategy, develop a portfolio management process and revised the people management and development program.
- Part of team helping set the strategy for a Fortune 100 company that is a leader in the health insurance field. Managed the initiative to set a corporate vision and develop a change process. Project work included competitive analysis and development of a corporate values statement. Helped introduce new strategic options to the top 100 leaders of this organization.
- One of two creators of an online Team Assessment Tool (patent pending in U.S. and Europe) with intense involvement in the design and creation of the assessment as well as the mechanics for automating the assessment. Have also led application of that tool to diverse clients. The assessment is a central offering of a fully-owned Web-based enterprise that has been created to deliver consulting services online.
- Designed an expert-based knowledge management system for the marketing department of a leading pharmaceutical company from analysis of information needs and behavioral analysis. Managed the development and drove the implementation of the system within the client. Work involved intense outreach within the client organization to gather content as well as design input.
- Created a common architecture for integrating new hires and training them for the above-mentioned company.

#### INTERNAL PROJECTS:

- Developed strategy for identifying partnership opportunities with other specialty consulting firms and boutiques. As part of this process, supervised a team of Wharton MBA students who researched the potential partnerships.
- Member of 10-person client leadership team involved in developing strategy around business development and problem solving focused on a major pharma client.
- Led recruiting effort for experienced consultants and MBA candidates. Set the recruiting strategy and created infrastructure and relationships to ensure an "automatic" and self-sustaining recruiting effort at multiple business schools; created the first new-hire integration and training program for the firm.

#### INTERNSHIPS

##### **Bank of Jamaica and the Financial Sector Adjustment Company (FINSAC)**

**Kingston, Jamaica** (Oxford Business School project) *July-Aug 1998*

Analyzed Jamaican financial sector crisis focusing on the banking sector's

involvement in real-estate investments. Made presentations to the Minister of Finance and senior officials of the Central Bank on NCB-specific findings as well as findings on systemic deficiencies based on unique data collected by the team.

**Gillman & Soame Ltd.**

**Oxford, UK** (Oxford Business School project)  
1997- March 1998

*Dec*

New business development project with Oxford-based photography firm - as part of MBA training. Analyzed economic and technical feasibility of introducing digital imagery into the business. Formulated a business plan for establishing a strategic business unit, constructed a financial model and made presentation to the board of directors.

**EDUCATION**

**Columbia University**

2008 Spring

- Diploma in the Principles and Practices of Organizational Development

**University of Oxford, Balliol College      Oxford, UK**

1995-98

- Rhodes Scholar: Selected as India's 100th Rhodes Scholar.
- Master of Business Administration
  - Electives in Finance, Investment Banking and International Business Strategy.
  - Served as a contact for new applicants from India and New York.
- Master of Philosophy in Economic and Social History
  - Emphasis on economic trends in Indian and South Asian History.
  - Courses on European demographics and Historic socio-economic changes in South Asia and Africa.
  - Researched the economics of environmental policy-formulation for M. Phil. thesis on evolution of wildlife conservation policies in the Madras Presidency 1880 to 1947.

**University of Madras, Chennai, India**

1989-95

- Master of Arts in History at Ethiraj College
- Bachelor of Arts in History, Politics and Economics at Women's Christian College

**ACHIEVEMENTS**

**Sports Rifle Shooting**

- Won the Arjuna Award, India's highest sporting prize (equivalent to sports hall of fame); presented by India's President in 1999.
- Gold medal and record in the XVI Commonwealth Games, Kuala Lumpur, Malaysia, 1998, in women's prone sports rifle; Gold medal at the Asian Shooting Championships, Bangkok, Thailand, 1999; Silver medalist at the World Shooting Grand Prix, Ft. Benning, Georgia, 1998; Silver medalist at the XV Commonwealth Games, Victoria (Canada), 1994, in women's three-position sports rifle; Represented India in rifle shooting at world and Asian competitions, 1987-2002; hold several records at the South Asian level.
- Captain of the Oxford Women's Shooting Team; received "Extraordinary Full Blue" at Oxford for achievement in international sports; represented the combined British Universities in inter-university matches.

### **Volunteer work & Extracurricular**

- Trustee, Taraknath Das Foundation, nonprofit that works for better Indo-US relations
- Board Chair, [Sakhi for South Asian Women](#) 2003-2007. One of the leading nonprofits in the South Asian community, Sakhi works to end violence against women. As chair, responsible for overall development of business plan, people policies and long-term strategy.
- Board member from 2005-2007, Metro International, nonprofit providing a cultural bridge between foreign students and New York educational groups.
- Co-coordinator of New York Chapter of Oxford Business Alumni, 2000-2002.
- Occasional book reviewer (published four reviews in New York Post).
- Poems published in the American Anthology of Poetry in 1991; gold medal in the All India Poetry competition, 1989.
- Speaking engagements at national conferences around outsourcing, talent management, events around women in business, community events and non-profit related events.
- Swam the Park to Park swim on the Hudson River, May 2008