

SHUBHO CHATTERJEE, PH.D, PE

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DIGITAL TRANSFORMATION, STRATEGY, TECHNOLOGY, OPERATIONS EXECUTIVE

Growth driven Digital Transformation, Strategy, Operations, & Technology Executive & change agent accomplished in delivering sustainable growth, operating margin, & shareholder value. A visionary servant leader & strategic thinker repeatedly delivering user-centric, high performance transformational solutions yielding multi-billion \$ revenues. Adept in managing P&Ls, turnarounds, risk management, Governance, & M&A. An articulate, effective communicator & influencer, proven in demanding environments. Diverse experiences in Luxury Retail, Manufacturing, HealthCare, & Technology as COO, CIO, VP.

CORE COMPETENCIES

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|---------------------------|--------------------------|---------------------------|-----------------------|
| ✓ Corporate Strategy | ✓ Digital Transformation | ✓ Change Management | ✓ Risk Management |
| ✓ P&L Management | ✓ M&A Integration | ✓ Innovation & Incubation | ✓ Technology Services |
| ✓ Business Development | ✓ Machine Learning AI BI | ✓ Digital Marketing | ✓ Big Data & IoT |
| ✓ Enterprise Architecture | ✓ Operations & Quality | ✓ Customer Experience | ✓ User Centric Design |

KEY ACCOMPLISHMENTS

- Achieved \$200M technology and cost transformation, slashed corporate incidents 43% and operations budget 40% (\$15M to \$9M) yearly. Reshaped organization. Realized customer journey driven analytics platform processing 26M annual claims.
- Drove Demand Management and supply chain optimization yielding a \$16M (4%) YOY Sales growth. Implemented customer insight (CRM/SEO/VOC) and analytics globally improving product quality 10% and reducing SKUs by 5%.
- Led the development of e-Commerce service achieving \$1B (20%) diagnostic testing revenues with 55% monthly order increase. Managed Operations and Systems integration of a \$450M public acquisition with a \$65M synergistic cost reduction. Grew hospital business \$7M annually by co-marketing technology services; saved \$1.5M at-risk business.
- Implemented a Board approved \$6.6 Million strategic transformation and enabled technology services generating \$0.5M revenue annually. Reduced infrastructure costs 33% via Cloud solutions and 25% operations cost via automation.

PROFESSIONAL EXPERIENCE

Worxpertise, NJ/India, Chief Operating Officer, North America **2021-Present**
Accountable for strategy, market development, client management, technology guidance, operations, services, and P&L.

Strategic Advisor and Consultant **2019-Present**
Provide advisory services to McKinsey & Co., E&Y, and others.

- Advise on realizing emerging Healthcare models: Value based payment, Telehealth, Direct-to-Consumer.
- Guide towards developing Health insurance Payment Integrity services and AI based population health service platforms.

Independence Blue Cross, Philadelphia, PA, \$17B annual revenue **2015-2019**
Business Transformation Head
Accountable for corporate Digital and Business Transformation achieving a \$200MM+ target. Reshaped organization. Led Shared Services Incident Management and Omni-channel Sales Systems Support with an operating budget of \$15M. Served as a business advisor internally, to customers, and externally for vision, trends, governance, and execution.

- Developed and implemented enterprise-wide Digital Transformation strategic plan with Zero Base Budget.
- Raised Customer Touchpoint Measurement scores to 1st quartile among all Blue Plans nationwide.
- Drove a mobile customer engagement platform resulting in +200K consumer acquisition and a 14% call volume reduction. Identified breakthroughs using Customer Journey Maps.
- Realized an enterprise analytics Claims platform for 26MM annual claims and reduced claims inventory 70%.
- Achieved reductions of corporate incidents 43% yearly, operating budget 40%, and 50%+ benefits coding time.

Tiffany and Company, New York, NY, \$4B annual revenue **2011-2014**
Vice President, Global Quality Management
Transformed Quality Management from inspection-based to a Strategy, Analytics, and Risk-based entity. Embedded Customer Centric Quality as a Brand Differentiator supporting Revenue and Operating Margin Growth, Risk

Compliance, and Sustainability. Reported to the CEO. Accountable for global Product, Manufacturing, Material Quality, Quality at the Source, Service Support, and Business Intelligence Analytics.

- Conceived, developed, and implemented a 3 Year Strategic Plan, restructured organization, and guided company through structural and culture changes.
- Drove Demand Management and Inventory Optimization yielding a \$16M (4%) YOY Sales growth. Led oversight of new global Supply Chain system implementation.
- Created the state-of-the-art Quality facility at the Tiffany Switzerland Watch Company, \$100MM 3-year revenue target.
- Achieved \$10M yearly Manufacturing cost savings, 95%+ yield, and 100% Risk reduction from synthetic stones.

Miami Jewish Health Systems, Miami, FL**2008 – 2010****Chief Information Officer**

Transformed 700 bed Healthcare organization into a technology-leading Healthcare services provider. Accountable for Business Growth, Strategic Planning and Execution, Cost Reduction, Enterprise Architecture, Applications, Infrastructure, Security, IT compliance, Quality and System Standardization.

- Completed a Board Approved 3-year Technology Strategy Plan with \$6.6M Technology initiatives.
- Implemented wireless digital fee-for-service for residents generating \$0.5M annually.
- Reduced costs 33% via Cloud solutions; eliminated 7 full-time equivalents with automation.
- Saved 23% in digital content management solution and 40% in wireless network pricing and deployment costs.

IKS Health, New York, India**2007 – 2009****VP and Chief Information Officer**

Accountable for Growth, Technology Strategy Development and Delivery, Architecture, and Global Infrastructure.

- Grew business greater than 200% via business technology and outsourced solution offers.
- Reduced client operating costs \$1.2M by business process automation and back-office IT outsourcing.
- Implemented Global business continuity service infrastructure with 99.9% service uptime and 33% cost savings.
- Spearheaded set-up of Software Delivery and Operations Center in India and ISO9000/27001 certifications.

Quest Diagnostics, Madison, NJ**2001-2007****Director, eBusiness**

Recruited to drive eBusiness strategy and implement web services. Partnered with Senior Management and successfully developed and delivered digital (EMR/EHR/e-prescription) services.

- Achieved a \$20M+ e-Commerce electronic medical services initiative for six market segments. Service delivered \$1B (20%) of all diagnostic testing revenues increasing monthly orders 55%. Launched e-prescription management system.
- Built a Technical Sales Specialist organization for selling the e-Commerce medical services.
- Managed Operations and Systems integration of a \$450M public acquisition company with a \$65M cost reduction. Consolidated intra-company specimen processing from 8 to 2 business units.
- Grew regional hospital business \$7M annually by co-marketing technology services; saved \$1.5M at-risk business.
- Launched and successfully managed Six Sigma projects to reduce solutions deployment time 50%+.

Earlier work experience includes Bell Laboratories and start-up.

EDUCATION AND CREDENTIALS

Ph.D., Industrial Engineering and Operations Research, Virginia Polytechnic Institute and State University.

MS, Industrial Engineering, Lamar University, TX.

MS, Materials Science and Engineering, Southern Illinois University, IL.

BME, Mechanical Engineering, Jadavpur University, Calcutta, India.

25+ peer reviewed journal publications. Member, The Conference Board Quality Council.

AWARDS, PROFESSIONAL TRAINING AND CERTIFICATION

Machine Learning Certified. Earned International Data Group Cache On-line Service Delivery Innovation Award. Awarded Quest Diagnostics Marketing Innovation award (2002). Won Bell Labs Advanced Technologies Excellence Award for exceptional customer focus and performance. Certified Manufacturing Engineer, Registered Professional Engineer, (PE). Six Sigma, SAP, Oracle JDE trained.

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RÉSUMÉ ADDENDUM

SELECTED PUBLICATIONS AND PRESENTATIONS

Chatterjee, S., [Three Phases of Supply-Chain Resilience](#), SupplyChainBrain, May 28, 2020.

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Chatterjee, S., Superior Customer Service is Utterly Indispensable, November 2018, LinkedIn.

Chatterjee, S., The Human Aspect of Digital Transformation, December 2017, LinkedIn.

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Chatterjee, S., Business Transformation is helping others succeed, February 2017, LinkedIn.

Chatterjee, S., Linking Talent and Technology for Success in Luxury, June 8, 2015 Luxury Society,
<http://www.luxurysociety.com/en/articles/2015/06/linking-talent-technology-for-success-in-luxury/>

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<http://www.luxurysociety.com/en/articles/2015/05/luxury-brands-technology-operational-efficiency/>

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<http://luxurysociety.com/en/articles/2015/04/integrating-luxury-retail-online-offline/>

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Chatterjee, S., Featured Speaker, Institute for Health Transformation, Spring Conference, Ft. Lauderdale, FL, May 12-13, 2010.

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Chatterjee, S., Technology as a Strategic Enabler in Care Delivery, Internal White Paper, Miami Jewish Health Systems, 2009.

Chatterjee, S., NJ and India: Beyond Outsourcing, Expert Panelist, New Jersey Technology Council, January 11, 2005.

Chatterjee, S., *Towards Mass Customization of Health Care Service Delivery*, Internal White Paper, Quest Diagnostics Incorporated, 2003.

Chatterjee, S., A. G. Edwards and C. S. Feigerle. *Machining and Morphological Evaluation of Diamond Coated Tungsten Carbide Drills*, *Journal of Materials Science*. June 2000, Vol. 35, 1-11.