

FINANCE & OPERATIONS EXECUTIVE

An accomplished Finance and Business Operations Executive with experience in institutionalizing companies in various industries ranging from financial services to information and technology. Jag has developed and implemented processes and procedures that allow for operations to be repeated for growing organizations, improving value for firms. By applying metrics that are easy to collect and analyze, he has been able to scale organizations and empower junior staff to better manage their respective areas in support of the long-term business objectives. Using a team approach, Jag has been able to achieve the strategic vision through a tactical approach, striving for continuous improvement to find practical solutions to complex problems.

AREAS OF EXPERTISE

Business Planning & Strategy · Written Communication · Process Improvement · Change Management · Outsourcing · Stakeholder Management · Performance Improvement · Oral Communication · P&L Management · Project Management · Restructuring · Risk & Operations Management · Strategic Planning · Strategy, Vision & Mission Planning · Tactical Implementation · Metrics Development · Managing & Growing Business Operations · Leadership · Management · Mentoring & Coaching · Talent & HR Management · Team Building & Leadership · Training & Staff Development · Portfolio Management · Business Development · Relationship Management · Corporate Governance · Business Continuity Planning · Excel · PowerPoint

SELECTED ACCOMPLISHMENTS

- Managed the operational rollout of a \$28MM financial services firm in Riyadh, KSA, which was later acquired by Credit Suisse (Global Investment Bank).
- Director of the board of zawya.com for six years. Served as controller, turned into cash flow positive enterprise. The company was acquired by Thomson Reuters (Thomson Reuters is the world's leading provider of news and information-based tools to professionals).
- Transformed a Lehman Brothers department with a staff of 237 and a budget of \$27MM into a self-funded operation while rightsizing the organization and reducing costs by 20%.
- Currently a volunteer mentor with startup companies in FinTech, RPA, digital health and medical devices, among others.

EDUCATION

New York University - Stern School of Business, New York, New York **MBA, Finance**

Princeton University, Princeton, New Jersey **AB, Political Science**

Life, Accident, Health Insurance License **Texas Department of Insurance**

PROFESSIONAL EXPERIENCE

A.R.M. Consulting, UAE; USA

2008 – Present

Adviser, interim management, and management consulting provider for corporate growth and transformation.

Managing Director | Founder

- Created an operations plan for a startup seeking Seed Funding. Raised \$750K.
- Developed a carried interest plan for employees of a private equity startup.
- Wrote employee operations manual for nationwide firm.
- Set up a startup merchant banking firm (the Belleau Wood Group), creating and deploying processes and procedures for managing operations and evaluating potential clients and projects. Raised \$3MM in equity financing. Managed new business, financial controls and compliance over the three-year engagement.
- Institutionalized a family business by documenting operations and procedures to expand organically. Expanded to 2 new cities.
- Seconded as CFO for six months at the Arab Youth Venture Foundation (non-profit), tasked with securing \$273K in funding from the Emirates Foundation, by providing metrics confirming the Foundation's staffing and outreach goals for nationwide S.T.E.A.M. (science, technology, engineering, astronomy, and math) events.
- Worked on business development processes and client on-boarding procedures for a transportation company operating on government contracts in the Middle East.
- Consulted on operations and HR management for a family-owned business, developing procedures and controls to correct business performance obstacles that were negatively impacting long-term business strategies.
- Developing line management, authorizations, risk-based pricing and new application automation to deliver profitable growth of the organization.

Significant Mandate:

Inside Consulting Partners, UAE (2012 – 2019)

Family Office focused on FinTech and financial products distribution businesses.

Chief Operating Officer

- Assisted in analysis and turnaround of a Fintech company in preparation for a trade sale.
- Provide regulatory insight and implementation.
- Analyze new technologies for Private Equity investment.
- Developed technology plans to support pass-through agreements with service providers.
- Assist Single and Multi-Family offices in determining their asset allocation strategies.

WeCrowd Capital, Houston, TX

2017 – 2019

Startup equity crowdfunding platform.

Chief Operating Officer

- Developed algorithms and metrics to promote site offerings through automated advancement.
- Created a secondary trading methodology.
- Prepared pitch material for fundraising efforts.
- Developed financial projections for potential investors.

Saffar Capital, Manama, Bahrain & Dubai, UAE

2001 – 2008

Saffar is a financial services company focused on growth-stage opportunities throughout the Middle East. Licensed by the D.F.S.A.

Chief Operating Officer

- Managed six direct reporting staff. Maintained administrative and operational responsibility for 20 full-time staff.
- Performed pre-acquisition investment due diligence and post-acquisition integration and operational improvements for investments. Evaluated and determined targets for investment.
- Performed due diligence on a fund of funds, including alpha attribution to determine investment viability. Used for \$10MM cost avoidance.
- Maintained regulatory information, budgeting, and managed financial reporting, including audits; presented internal and external reporting to management and shareholders for all group companies. Enabled valuation of assets for \$43MM capital raise from existing shareholders.
- Developed procedures to maintain regulatory compliance required by the Dubai Financial Services Authority.
- Conducted treasury activities of the company, including cash flow management and the maintenance of collection channels. Recovered \$4.6MM in expense and deal completion fees from partners.

Significant Mandates:

Saudi Swiss Securities, Manama, Bahrain & Riyadh, KSA (later became Credit Suisse Saudi Arabia) (2004 – 2007)

Investment Bank in Saudi Arabia.

Senior Consultant/Acting Chief Operating Officer

- Supported the development of the business plan to get a brokerage license in Saudi Arabia, resulting in the award of one of the first three new licenses in 23 years.
- Successfully managed the operational deployment of a \$28MM financial services firm in Saudi Arabia, resulting in fees of \$4.5MM. The company was acquired by Credit Suisse (*Global Investment Bank*).
- Supervised the creation of brokerage operations manuals to avoid compliance penalties.
- Managed the office build-out and IT systems in line with Credit Suisse's best practices and standards, including redundancy and business continuity.
- Directed the regulatory certification process to start full revenue-generating operations.

Zawya.com, Dubai, UAE (2002 – 2007)

The premier Middle East Regional financial information and analysis provider.

Non-Executive Director/ Controller

- A key member of the post-acquisition transition team with primary responsibilities for the integration of operations and financial controls. Ensured adherence to budgets through process control. Changed procedures to ensure financial success.
- Served on the Board of Directors for six years. The company was later acquired by Thomson Reuters (Financial Information Provider) for a 26% CAGR on investment.
- Drove revenue growth from \$0.25MM to \$10.7MM.

University of Strathclyde, Graduate School of Business, Manama, Bahrain

2004

Strathclyde is one of the oldest, largest and most respected business schools in the UK and has consistently been ranked in the top 10 in terms of both research and teaching quality.

Teaching Assistant

- Taught Managing Financial Resources (Finance and Financial Management).
- Taught Financial and Managerial Accounting.

Lehman Brothers, New York, USA

1991 – 2001

Global bulge bracket financial services firm.

Vice President/Chief Administrative Officer, Business Support Services (BSS)

1999 - 2001

- Managed staffing and total compensation for a department with a staff of 237 in offices in New York, London, Tokyo, and Hong Kong, linking total compensation to employee performance.
- Restructured BSS and expanded and enhanced services, including qualitative service level agreements to Investment Banking, Equity Research, and Capital Markets business units, resulting in a transfer pricing model that accurately allocated costs to end-users and rationalized the department's cost structure resulting in lower costs and improved service offerings. Planned to self-fund a \$3MM bonus pool.
- Mapped performance reviews with division objectives to create procedures that aligned company goals with individual success.
- Prepared and implemented a business plan with a \$27MM global budget for all BSS areas, including Project Management, Research Services, Internet Development, Graphic Design, Computer Graphics, and Digital Media.
- Developed training programs and provided assessments for employee job advancement and to retain key personnel. Reduced voluntary turnover by 30%.
- Established measurable performance objectives for 14 direct report staff, focusing on career development within departmental and firm-wide needs. Supervised senior managers to develop the same.

Vice President, Financial Data Services

1995 - 1999

Assistant Vice President, Financial Data Services

1993 - 1995

Operations Analyst, Financial Data Services

1991 - 1993

VOLUNTEER ADVISORY/MENTORSHIPS

MassChallenge Texas, Houston, TX

2020 – Present

MassChallenge is a global network of zero-equity startup accelerators.

Judge

- Review global applications for admittance to local accelerators worldwide.

Station Houston, Houston, TX

2016 – Present

Station Houston exists to help entrepreneurs build better tech startups and transform Houston into a world-leading Hub for technology innovation and entrepreneurship.

Mentor

- Recommend business structures, models, and best practices to start-ups focusing on technology and software.
- Advise on business operations, implementation, communication, marketing, and investor positioning.

TMCx Accelerator, Houston, TX

2016 – 2020

The Texas Medical Center's (TMC) Innovation Institute is a unique learning environment aimed at impacting the health care industry through the collaboration of medicine and cutting-edge technology from around the world.

Advisor

- Provide operational advice to healthcare startups in digital health and medical device fields.

Houston Technology Center, Houston, TX

2016 - 2018

Business accelerator that assists Houston-based emerging technology companies by providing in-depth business guidance, access to capital and professional services, and education.

Advisor

- Member of both the Energy and the IT Champions committees.
- Assist new, and emerging Technology, Media, and Energy companies and organizations move their products and services to the next level of delivery.