

## Professional profile

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Highly experienced finance professional and business leader, with a track record of delivering value aligned to corporate goals, while upholding ethical standards.

Multiple Leadership roles in the Construction, Manufacturing & Distribution, arena in Oman & UAE. Lead Finance & IT as a 'business partner' role, to grow the business with simultaneous organisation enhancements of procedures, Risk management & controls.

## Executive skills

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- Lead Finance & IT as a 'business partner'
- Develop & Lead Business Improvement system & initiatives based on agreed & prioritized value additions.
- Risk management and internal controls
- Stakeholder engagement and management of conflicting & cross-functional objectives.
- Articulation & Presentation of complex interrelated issues as a 'Business case'
- Preparation of Business plans holistically
- Keen understanding of IT and ability to relate to Business benefit opportunities , Bridging gaps between IT & Business leaders.
- Development of Knowledge Repositories
- Team building, motivating and mentoring
- Financial planning ,Feasibilities and analysis
- Banking and liquidity management
- Business valuation and partnering
- Corporate strategy development
- Investment /Net Worth management

## Career summary

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**March 2020**

**Consultant firm initiated [www.KnowledgeGateways.com](http://www.KnowledgeGateways.com)**

**Feb 2016 – Nov 2019**

**Al Hassan Engineering CO SAOG, Oman [www.al-hassan.com](http://www.al-hassan.com)  
Business Improvement and Financial Advisor**

### *Outline*

Advising & implementing options for business improvement, stakeholder engagements and partnering/restructuring plans, after a period of losses.

### *Key responsibilities & achievements*

- Leading and implementing a system & many initiatives for Improvement (IFI)
- Installing a complete Risk management system, end to end
- Revamping Authority limit structures
- Key member for successful restructuring debt from six different lenders with different viewpoints
- Providing information and insight to ensure compliance for due diligence exercises
- Leading a team to engage with Consultants appointed by lenders
- Leading negotiations for M&A with potential takeover partners
- Led the successful claim recovery of \$2.5mn from a client.
- Successfully initiated & positively Advanced Arbitration ( incl. ICC) cases for Recoveries

1992 – 2016

Al Hassan Group, Oman [www.al-hassan.com](http://www.al-hassan.com) and [www.alhassanllc.com](http://www.alhassanllc.com)  
Chief Financial Officer

*Outline*

Overall responsibility for **finance and IT** for second largest oil and gas contractor in Oman & multiple leadership roles & assignments.

*Key responsibilities*

- Liquidity cash flow - building and maintaining finance and banking relationships
- Accounting, MIS and inventory/receivable control
- Risk Management, insurance, & income tax management
- Business improvement & financial analysis for decision making
- Supply chain overview
- Information Technology services

*Key achievements*

- Grew the business from \$25mn in 1992 to \$300mn in 2015
- Significantly increased the net-worth of owners, without requiring any new equity
- Actively led on major milestone events, including public issue, joint ventures, new manufacturing plants, investments and turnarounds
- Sourced all financing to run the business or to invest elsewhere on professional basis
- Created and improved systems, procedures and authority matrices
- Identified IT needs and implemented solutions including ERP's

1983 –1991

Phillips India, Mumbai <https://www.philips.co.in/>  
Corporate Finance Manager

*Outline*

Banking limits, Cash management & Formulated and implemented turnaround plans

*Key responsibilities*

- Raised funds from capital markets, banks, leasing companies and the sale of assets
- Set up an Exchange Risk Management System to aid decision making
- Designed and implemented a system to allocate funds
- Minimised interest loss through devising and implementing a cash management system for various collections, withdrawals and overdraft accounts

## Education and qualifications

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**Chartered Financial Analyst** 1989

Institute of Chartered Financial Analysts of India

**M.B.A. Finance** 1983

NMIMS Institute- Bombay University

References available on request

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## **Summary of Achievements**

- Initiating, recommending, supporting, implementing several business decisions to improve operations, grow the business & profitability.
- Cash flow management and funding. Determining requirements, obtaining adequate funding and bank limits from varied sources and streamlining cash flow management.
- Management of Financial Accounting System & Providing High Quality MIS for all group companies in fields of Construction, Trading & Manufacturing having different perspectives.
- Designing / implementing special information systems for dynamic contracting business requiring continuous forecast of costs & Manpower / Equipment Resource planning.
- Conceiving, designing and implementing IT strategy to meet All Information Technology needs of group at optimum costs.
- Systems/Process improvement in all areas of responsibility resulting in improvement in speed and accuracy and Manpower rationalization.
- Public issue of equity shares for converting Limited Company to Public Company in Oman.
- Negotiating favorable conditions & claims with Client, Insurer, Business Partner.
- Additional responsibilities on need basis; e.g.: Setting up a Joint venture with Asian Paints, CEO Role, Internal Audit etc.
- Active team member of the group management committee & Team Leading
- Financial Crisis management of all stakeholders.
- Lead role in exploring Equity sale/Partner addition, managing due diligence audits & lead bank requirements for 'Restructuring'

## Details of Role & Achievements

### **Business Improvement / Financial Advisor Role 2016 – Nov 2019**

*Al Hassan Engineering made financial losses in 2015-2018, which brought about a change in role.*

- Restructuring- Preparing Information Memorandums with Investment Banks
- Stakeholders Management; Banks, Shareholders, Client, Vendor, Prospective partners ,Government Authorities in a highly financially stressed situation.
- Highly challenging & information intensive period with Due diligence Audits & Investment bank requirements for restructuring.
- Leading the development of & implementation of a sustainable Business Improvement program, including lead sponsor role in identifying articulating & implementing value added prioritized initiatives
- Designing New Risk Management system & Authority Limits structures
- Developing a Knowledge repository Intranet
- Assessment /Evaluation of New proposed ERP's & Business case articulation
- Exploring all partnering possibilities for M&A
- Pursuing /Negotiating claims with clients including Arbitrations & recovering usd 2.5 mn

### Previous Achievements

#### **1) Liquidity Management / Banking**

Ensured Availability of funds & all Banking facilities: -

- a) For all business needs& Investments including unplanned/unpredictable spikes
  - b) at all times including during adverse results over time & high debt-equity ratios
  - c) at low costs
  - d) w/o delay & any alarms internal or external
  - e) w/o requiring any influence or top management intervention
  - f) w/o extensive securitization
  - g) Arranged amounts for all investments of partner's w/o affecting business needs
- Measure -Jan 92, RO 5k transfers required from showroom to RO 5 mn pyts*

#### **2) Creditors / Payments / Cash Management**

- Efficient /Proactive; Foreign Exchange risk, L/C, Guarantee Management. Systems in place to ensure identification of needs, select best option, report back
  - Cash Management systems instituted for transfers /use of min cost funds
  - Creditors Management: All Payments made to all products & services suppliers by & large accurately & in time, irrespective of Inflow status.
  - Overseas Visits to Major Suppliers & benefits arising there from
  - Salaries: All Employee Salaries paid accurately in time all the time, with improved systems/lower efforts over time
- Measure: No major supplier/employee complaints /lapses extra pyt, cash availability etc.*

#### **3) MIS design / Budgeting / Business Plans**

- Evolving & continuous improvements to MIS, highlighting key info with appropriate breakup /sub sections. The Big picture as well as important details
  - Complex Manufacturing /Marketing MIS structured for group benefits
  - Lbe. Based Contracting MIS capturing expected changes. Plant MIS changes
  - Introduced parameters /graphs /Comments periodically
  - Regular follow up to resolve / progress major issues identified
  - Monitoring the entire Budgeting process & identifying inconsistencies, gaps in budgets prepared Project, Annual etc.
  - Analysing all Business plans & providing inputs to include key areas of improvement
- Measure: Compare MIS /Business plan inputs over time & with others*

#### **4) Financial Accounting**

- All Audited Financial accounts completed for all companies, in all years, within time with credibility, w/o Audit qualifications. - MIS / Fin a/cs gap management –Business needs adjustments skills used

#### **5) Income Tax**

- Preplanning devising several mechanics to reduce impact (Property, Dep ,Salary etc)
- Measure: Compliance & Savings achieved significant with low risk*

#### **6) Systems -Policy & Procedures / Forms**

- Designed almost all Procedures, All forms, all Authority limits in use in all areas & introduced changes as & when perceived necessary
  - Initiated many policy documents/ Changes / Articulation formats
  - Central store of company knowledge -Intranet concept
  - Some examples: -Budgeting, Tendering, Capital exp, Authority limits, Plant hire Leave Management etc
  - Initiating change articulating details & leading teams to achieve benefits regularly
- Measure: Evaluate forms used & check usage /changes*

### **7) Incentive / Other schemes**

- Designing schemes, identifying inconsistencies, clarifying, checking, monitoring pyt for various incentive, bonus & other schemes in use across group
- Measure Observe schemes in use & evaluate contributions*

### **8) Public company Conversion 1998**

- Conceiving concept, Designing, Structuring, Obtaining best Valuations
  - Procedures of a family owned company to a SAOG co listed on Muscat Stock Market
  - Owner derived value/cash from sale for other uses
  - Full compliance of all regulations for entire 12 yr period since incorporation
- Measure: Check Valuation format & pioneering work to give liquidity to ownership*

### **9) Engineering company specific major changes**

- Introducing Cost Accountants concept in Project Team
  - LBE basis project controls
  - IHR Introduction (Plant)
  - Bidding Methods (formats, stds )
  - Deployment plans incl manpower categorization
  - Investment decisions streamlining Capex policy /formats
  - Overtime management
- Measure: Detailed trace of before & after available*

### **10) Shareholders /Finance Community / Board Management**

- Meeting &Releasing / checking documents to maintain& improve the positive image of AHEC in outside community despite difficult times

### **11) New Ventures / JV's / Claim Mgt**

- Major role in designing all JV arrangements ( Snc Lavalin , Punj Lloyd, Kirloskar ,ICA systems , Bhel Hanover-Exterran) & many others which did not fructify
- Major role in designing structuring all claims
- Bhel- Inputs to GMC & minutes meeting to rescue
- SLI –Fin Mgt agreement detailing & major complex inputs for claim negotiation/conclusion

### **12) Financial Analysis /Project evaluations**

- Evaluating several proposals Voltamp, Majees, Uae swg , Pipe, Rabmer regularly etc
- Feasibility studies guide preparation & critical analysis
- Set up of New Manufacturing ventures: -Asian Paints India / Powertech Pakistan
- Partnership /Shareholders agreement structuring – Relationship management, Long Term perspectives protecting AH interests

### **13) Insurance & Risk Management**

- Identifying /studying all insurable risks, placing all insurances competitively.
- All Claims honored w/o rejections including high values with insufficient back ups
- Regular identification / bringing to attention of potential risks in all areas

### **14) 'Legal' services Role**

- Major role in All Agreements of all types identifying key points /drafting/articulating etc despite no formal training
- Vetting key /important correspondence with PDO, clients, Suppliers
- Coordination between Legal firms & AH

### **15) Management Salary payments**

- Maintaining confidentiality /filing s/ Calculations/increments & On time /accurate pyt each mth for 40 + members... singlehandedly
- Processing all End of benefits /leave salary upon resignations & providing updated movement info

*Measure All pyts accurately/confidentially . No complaints*

### **16) Credit Control & Receivables Management**

- Complete Conceiving Designing, Implementing Policy, Systems to ensure amounts recd expeditiously & Credit risk minimized .Low bad debt ratios
- Periodic highlights / interventions to correct lapses

### **17) Inventory /Procurement Management value additions**

- Inventory classification / coding /reporting
- Supplier negotiations / terms
- Claims /Terms negotiations
- Identifying major lapses e.g. Project Cables ordering, Poles matter
- Process for approval of purchases streamlined.

### **18) Information Technology Department- Achievements**

#### **Responsible for the entire IT dept & its deliverables**

- All IT/Information needs of Group foreseen in advance & met with reasonable accuracy on time at v low costs over sustained periods
- Applications management. Identification of changes required, Selecting the 'right' ERP & migration/ implementing w/o fanfare /disruption across group
- IT Infrastructure Mgt. Sophisticated network supporting all connectivity/networking needs Almost 100% uptime of Infrastructure.
- Leadership role in all changes Web Intranet, New Application, Network etc
- High Service levels despite sensitive area where usual dissatisfaction exists
- Proactive reports, Needs identification
- Appointing /Motivating IT Manager in IT fitment to group needs / culture
- Almost no escalation situation to Senior Management despite contentious area in organizations.

### **19) Executive Director Assistance**

- Bringing to attention many potential risks/improvement areas.
- Drafting many communications issued both internal / external incl complex scenarios.
- Analysing Business Plans & suggesting directions / changes

### **20) Conflict Management & Teamwork**

- Evolved balanced solutions considering differing perspectives
- Problems highlighted w/o characterization

### **21) Clarity providing role / Directing Team Tasks**

- Providing Clarity/Articulating for problems, Issues, risks, opportunities & solutions for decision/action
- Creating documents /financial analysis which clarify issues articulate recommendations / implications for decision making eg Real estate, Incentives, Plant, HR etc
- Leading directions /concluding discussion to results, in most Team oriented tasks
- Playing different roles in Teams depending upon requirements.

### **22) Image improvement – Internal & External role**

- Meetings with Partners Clients, Suppliers, Shareholders Using Web, Intranet,
- Identifying many areas to improve, film, profile, boards etc
- Meeting new management /executive members to convey key issues & positive image.

### **23) Personal**

- Led a Team of 50 + people, Staffing, Motivating Org structuring etc
- Almost no situations where problems escalated for personal reasons
- Disciplined; On Time, .Ability to accept /implement decisions taken not aligned to own judgements.
- Demonstrated ability to change over time depending on situation, new organisation structures
- Significant personal risk to protect organisation / persons
- Positive attitude
- Fairness / Justice in dealings with all .

**A. General**

**1. Corporate & Organisation Structuring,**

*Study of Organisation structures, interrelated multiple companies, identification of opportunities for improvement & recommendation of revised structures with benefits envisaged.  
Family Business structuring for long term sustainability & control aligned to objectives.*

**2. Business challenges study & Solutions.**

*Study of Existing Businesses Challenges /Financial losses & pain points to identify root causes & recommend alternative solutions.*

**3. Joint Ventures, Partnering, Mergers & Acquisition proposals. Due diligence, Feasibility studies & Business Plans.**

*Identification & study of JV/M&A /Outsourcing proposals, to identify Risk-Opportunity issues for consideration & make value added Analysis with recommendations for decisions. Preparation of Feasibilities & Business plans*

**4. Risk Management**

*Identification of all risk exposures, installing a Risk Management framework & documents to regularly & formally manage all risk exposures.*

**5. Financial Planning & Banking Facilities.**

*Study of Business Financial needs expected, Identifying Financial requirements & options, preparing proposals & presenting to Financial Institutions to obtain Facilities.*

**6. Governance – Authority matrices**

*Study & documentation of current authorities, identifying rationale & need for change if any & determining new Authority structure considering the nature of controls optimum for business.*

**7. Process mapping & Improvement.**

*Study /mapping of existing processes, identifying gaps & TO BE process and opportunities for automation & improvement.*

**8. IT Strategy, ERP Evaluation & Implementation.**

*Study of present IT systems, Identifying ‘fit for purpose’ multiple IT solutions with mapped benefits. Shortlisting solutions, negotiating with Vendors, & Facilitation of Implementation.  
Identification of use cases for value addition using new technologies for Digitization, AI, ML & IoT.*

**9. Employee Job descriptions Incentive schemes , & Appraisal -HR**

*Documenting Job Descriptions Designing WIN-WIN Incentive schemes /Appraisal systems / ESOP for enhancing employee morale, engagement & performance.*

**10. Supply chain , Logistics & Inventory Management Enhancements**

*Identifying gaps in process & controls & suggesting changes*

**11. VAT compliance.**

*Determining recordkeeping requirements with minimum cost & disruption, for VAT compliance imminent.*

## **12. Investment Portfolio Management**

*Designing Investment allocations for Assets, with an understanding on risk profile & objectives of Investor*

### **B. Consultancy on Areas Specific to Construction Industry**

- i. Bidding Process & procedures – Risks & controls
- ii. Financial Reporting methodology/controls for WIP & Cost to complete & Latest Best Estimates
- iii. Cash flow dynamics
- iv. Contracts/Agreements pitfalls identification & mitigations
- v. Contract Change Management
- vi. Risk & Opportunity management & reporting
- vii. Manpower & Equipment Planning
- viii. Material & Subcontract services –Evaluation & Approval ,Monitoring systems
- ix. Dispute resolution ,Arbitrations & Case preparations
- x. HSE Practices & reporting