



Vasu Narula

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Summary

Consulting and strategy professional with ~6.5 years across Bain, Headout, and Noon. Advised leading PE funds, scaled a ~\$10M P&L through digital growth, and oversaw demand planning, operations, & cross-functional execution throughout APAC & MENA

Professional Experience

Program Manager, Baby Products | noon (Middle East's largest e-comm platform) | India

- **Category Management & Special Projects:** P&L ownership of strollers business ~15% of the category
- Grew strollers sub-category 1.5X, ~2.5M AED/month GMV through product page revamp, AOV increase & cart abandonment campaigns
- **Enhanced customer satisfaction from 3.8 to 4.2/5 stars** by solving for product quality, packaging, & counterfeit products
- **Strategic advisor to LTM**, conducted competition benchmarking, designed SEM roadmap, & highlighted CVR improvements
- Improved category **conversion rate from 3% to 4%** through promotions, content enhancement, & cart abandonment campaigns
- **Private label launch:** Conducted in depth market research to determine key product types for launch our own private label; evaluated business growth, profitability, safety & medical certifications required
- **Quick Commerce** (15/ 45 min. delivery offerings - Noon Minutes & Supermall): Co-leading overall strategy & ops
- **Launched and scaled Saudi Arabia business to >SAR 1M/ month; Grew UAE business 1.5X to AED 250K/ month**
- Managed strategic partnerships with key 10 brands and sellers, ensuring favourable contract terms, negotiating budgets for subsidy/ marketing support
- Developed and executed a plan for dark store expansion, identifying key sub-regions for strategic product placement
- **Demand Planning & Supply Chain:** Headed a team of ~6 FTEs comprised of Jr. Managers, buyers, & data analysts
- **Reduced Out of Stock rate from 28% to 15%** (Best in category history) by building automated analytics-based inventory replenishment tool and improving vendor relationships, **unlocking ~5M AED additional GMV** earlier lost to product unavailability
- Reduced share of slob inventory by optimizing purchase process and revamping pricing strategy, saving >800K AED yr
- **Led Yellow Friday (flagship sale) inventory strategy with 85%+ forecast accuracy**, enabling AED >15M GMV while maintaining optimal stock levels
- Capacity planning for both regions (SA, AE)

Business Growth Manager | Headout (>\$500M Experience booking platform) | India

- Led a cross-functional team of 5 people across 4 countries, comprising of BizDev, Operations, & marketing
- Scaled North Asia (JPN, KOR, HKG) business to ~\$10M ARR (Up 200% YoY) and **improved region's ROI on ad spends from 120% to 145%**
- **Boosted conversion rate from 3% to 4.5%** by revamping customer journey, A/B testing, & matching peers on supply & pricing
- Secured strategic advantage by **negotiating >\$200K marketing budget** and launching premium region first exclusive products
- Improved margin rate from <10% to 18%, by improving product mix, negotiating with supply partners, and booking fee experiments
- **Increased retention rate 3X to 15%** by introducing cashbacks, post-purchase flow initiatives, and expanding combo offerings
- **Improved booking fulfilment from 85% to >97%** by implementing predictive modelling, multi-vendor setup, and pre-purchasing
- Prepared half-year APAC strategy in coordination with founder's office, outlining revenue targets, KPI's, & profitability roadmap
- Spearheaded implementation of 3DS systems and fraud prevention protocols, **saving >\$2M in chargebacks** at an org level
- Skills: Looker Studio, Mixpanel, Data Analytics, GTM, Strategy & Ops, and P&L management

Sr. Associate, Private Equity Group (BCN) | Bain & Co (Top 3 consulting firm globally) | India

Led a 4-6 member team to deliver consulting projects across the value chain of Private Equity Deals for Bain's largest clients

- **Promoted from Sr. Analyst to Associate (Post-MBA role)** by virtue of good performance reviews (top 10% of analysts)
- **Client work:** Conducted 50+ research and analytics led DD's/ post-acquisition strategy cases for PE/ VC clients, including workforce optimization, competitor benchmarking, digital analytics, and market entry.
 - Evaluated innovation & digitalization initiatives for Malaysian Medical Tourism Co as part of its COVID19-strategy
 - Go-to-market strategy to achieve **~40% revenue increase in ~3 years** for Japanese Payments Co
 - Identified **cost savings potential of ~\$30M** through employee rationalization and optimization for a European Bank Co
- Developed a PoV & Market model on the ~\$10B Trust & Corporate services, and Fund Administration Market to reflect the most up-to-date picture for the industry, highlighting implications of COVID-19
- Set up BCN PEG's first retainer team with the Tokyo office to provide real time consulting support; >\$1M internal revenue
- **Internal projects & IP Development**
- **Co-developed Bain's annual publication "Asia-Pacific Private Equity Report, 2022 & 2021"** in coordination with leading fund managers & senior partners; the report covers macro-economic outlook, trends & opportunities in the PE landscape

- CDD on **Supply Chain Consulting Co (Later acquired by Bain)**; identified cost synergies, created roadmap for scaling revenue footprint 3X, and planned workforce allocation for smooth merger integration
- Lead APAC-wide sector scans across Tech and B2B business services sectors, **identifying ~6K target companies** across ~20 sectors and sub-sectors
- Created an automated Excel and Python based survey analytics tool, **reducing average analysis time by ~50%** and increasing product revenue by ~30%
- Actively involved in managing professional development of team members (analysts, associates), and training of new hires
- **Skills:** Adept in Excel Modelling, Alteryx, Tableau, and Digital Analytics tools (e.g. SimilarWeb, SEMrush, Sensor Tower)

Knowledge Associate, Technology & Analytics Practice Area

- Sole POC for Bain teams in Asia-Pacific for digital transformation products and led a team of 2-4 Jr. Associates
- Promoted from Jr. Knowledge Associate to Knowledge Associate, owing to good performance reviews and ratings
- **Designed an automated revenue analysis & visualization tool** by building a standardized Alteryx workflow and Tableau dashboard, thereby **saving the team ~500 hours annually**
- **Prepared 3-year strategy for Practice Area** and conducted workshops to onboard consultants/ new practice teammates
- Worked across industries (e.g. TMT/FMCG/Industrials) in insight creation; curated ~150 such content pieces to develop practice's online presence and worked with client teams to provide knowledge materials as per business need

Education

B.Com (Hons.) – S.G.T.B Khalsa College, University of Delhi | India

Accomplishments

- 3 promotions across 4.5 yrs at Bain and consistently rated as “Frequently Exceeding expectations” across performance reviews (<15% of employees); **Received Bain Lighthouse Award** April 2022
- Promoted from Instock Manager to Program Manager at Noon in ~6 months, in recognition good performance
- Achieved historically best Out-of-Stock percentage (~15%) for baby products category at noon

Certifications

Lean Six Sigma - Green Belt Certification (KPMG)
 Certified Capital Market Professional (National Stock Exchange)
 Excel for Business: Advanced (Macquarie University)
 Pre-MBA Statistics (IIM Ahmedabad)
 The Ultimate MySQL Bootcamp: Go from SQL Beginner to Expert (Udemy)

Extra-Curriculars

- **Head (PGPX), Consult Club**: Leading all PGPX efforts as part of IIMA's Consult Club
- Swimming coach >10 yrs, certified diver, and former competitive swimmer
- **Co-founder, Ananta**: An initiative for improving menstrual hygiene among underprivileged women; distributed re-usable sanitary pads and conducted workshops for >50 women across Delhi and rural UP through locally raised funds
- **Member, BGLAD - Bain's LGBTQIA+ Inclusion initiative**: conducted multiple sensitivity workshops and training
- **Volunteer, Bain Community Day**: Organized an event for 200+ employees to teach and mentor >500 underprivileged kids