



Harsh Khandelwal

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Summary

Strategy professional (PwC US, EY) with extensive experience in leading cross-functional consulting teams. Core expertise spans AI-led enterprise and functional strategy, operating model design and road-mapping, business case development, process assessment and transformation, finance transformation, organisational change management, and GCC assessment and design for global clients, backed by strong end-to-end project management and service delivery model design capability.

Professional Experience

Senior Associate | PwC US (India Offices) | Bengaluru

Project: Operating model development for a US retail major

- Revamped the operating model across business wide functions due to new cost reduction measures (~20% planned reduction in workforce and ~10% cost reduction).
- Recommended outsourcing / CoE (Centre of Excellence) strategies for further cost optimization and recommended organisation wide transformation measures

Project: SG&A expense analysis and reduction strategy for a German medical equipment major

- Delivered a bottom-up **analysis of SG&A expenses** across all functions (Finance, Sales & Marketing, IT, Procurement, etc.), identifying cost optimisation opportunities
- Presented the analysis with benchmarking to the CFO and the senior management through Power BI dashboards
- Recommended opportunities across functions for process transformation, AI implementation & cost reduction, leading to ~30% **reduction** in SG&A expenses

Project: Interaction models for GBS & Retained Organisation for a French retail major

- Led the workshops to understand ways of working and formulated optimum interaction models across all functions of GBS, with inputs from the CFO and senior management
- Formulated & conducted ways of working and cultural awareness trainings for US Senior Management

Senior Consultant | EY India | Gurugram

Project: Business Transformation, Insourcing and Transition Strategy for an Australian Mining Major

- Developed a robust business case and analysis to support business strategy evaluation with client CXOs; evaluated the program costs (~USD 55 Mn) of setting up the GCC and terminating outsourcing contracts, and assessed 5-year feasibility and profitability, including ROI, IRR and all other metrics required for project feasibility assessment
- Created the negotiation strategy for client senior management to insource **800+ FTEs** from the incumbent outsourcing service provider, delivering net savings of ~USD 100 Mn per year
- Assessed the feasibility of implementing more robust tools across the Procure-to-Pay cycle, ranging from SAP Concur to a self-designed, **AI-enabled vendor management system** with built-in early warning signals for upcoming contract renewals and competing vendor analysis
- Developed a robust roadmap for AI-enabled technology transformation of the business and finance processes, implemented hand in hand with the transition to the captive centre, delivering savings of ~USD 2 Mn per year
- Created a thorough **transition strategy** for the year-long transition and establishment of the GCC across all phases, covering initiation, design, knowledge capture from existing employees, knowledge transfer, ramp-up, hyper care and stabilization, culminating in a fully functioning GCC at the completion of the transition

Project: GCC expansion roadmap, change management & location strategy for a leading pharmaceutical organization for 400 FTEs

- Created the operating model for the organization's GCC expansion across **10 workstreams**, impacting 400+ FTEs
- Formulated a **change management strategy** for the expansion identifying the key changes in the organization and developed a step-by-step plan
- Formulated the overarching business case with ~USD 300 Mn NPV
- Created an **AI-enabled proprietary location assessment tool** that shortened assessment time by ~50% for future location strategy projects; ensured the tool could support multiple processes and locations, and built a Power BI dashboard as its front end to make the analysis palatable and understandable to client senior management

Project: Comprehensive Outsourcing Strategy for a Global Energy Major

- Created an exhaustive business case demonstrating the key financial benefits and cost impact of outsourcing, with savings to the tune of ~USD 40 Mn with the right outsourcing service provider
- Created an overall outsourcing framework encompassing all processes (primarily finance and procurement) suitable for outsourcing

- Performed extensive outsourcing service provider evaluation **using a comprehensive framework**, rating providers across all major dimensions including but not limited to appetite for transformation, costs, location and functional expertise
- Created an **AI-based tool to automate vendor evaluation for this and future projects**, taking key functions and industries as inputs and generating extensive analysis across locations as output

Project: Process Improvement and Transformation for a French Logistics Major

- Assessed current-state **finance processes** (primarily Order-to-Cash) across **16 countries** to identify points of contention across business segments
- Engaged cross-functional stakeholders to build an in-depth understanding of processes on the ground
- Formulated a strategy to redefine and standardise processes, drafted **100+** new SOPs in conjunction with stakeholders across multiple geographies, and pushed the SOPs live after thorough vetting
- Reduced manual effort and FTE requirement by **~10%** through improved and aligned processes
- Recommended a digital transformation pathway to further reduce effort by **~20-30%** and formulated the transformation blueprint for it, covering HighRadius, BlackLine and SAP module applications

Education

B-Tech (IT) – VIT Vellore | India

Accomplishments and Awards

- **EY “I am Exceptional” award** - Received the award for outstanding client experience and feedback during the design of business and negotiation strategy for a global metals and mining firm.
- **EY “Kudos” Award** - Received the award for exemplary performance as program manager in designing efficient transition strategy for a global pharmaceutical organization.
- **EY Special Recognition Bonus** - Received a special recognition bonus of 1 Lakh for excellent performance and feedback during the year.
- **Promoted for Exemplary Performance** - Promoted twice within the first 3 years to a consultant (year 1) and then a senior consultant (year 3) in the business strategy team at EY.

Co/Extra-curricular

- Won the digital health hackathon organized by UNSW (University of New South Wales) and VIT Vellore.
- Attained a diploma in vocal classical music
- Won the “Silver Standard” of the International Award for Young People, felicitated by the Duke of Edinburgh