

VIKALP BABELAY

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SUMMARY

High-achieving professional with a richly-varied experience in Revenue, Growth & Expansion, Operations, and Strategy. Recognized for leading key business activities and delivering results consistently. Worked extensively on projects of mid-to-high impact, with varying requirements & complexities, and often with multiple stakeholders

Currently at OYO, managing CRM. In prior assignments, increased Prepaid revenue share by 10% during post-pandemic period in India, achieved 1.5x growth in Kitchen network in running Cloud Kitchen Growth, effected 20% improvement in overall Hotel Guest Experience scores, and 30% reduction in Infra Repair & Maintenance costs while running central operations & process excellence. As Internal Consultant for Logistics at Samsung, delivered cost savings of INR 1 Cr./year, and recommended & implemented multiple initiatives on improving operational efficiency

SKILL SET

Industries: Hospitality, Cloud Kitchens, Consumer Electronics, Power & Utilities

Functions: Digital Marketing, Revenue Management; Growth & Expansion; Operations Management; Process Excellence; Cost Optimization; Supply Chain Analytics & Planning; Logistics Strategy Design & Execution; Supply Chain Management; Project Management; Stakeholder Management

PROFESSIONAL EXPERIENCE

9 YEARS

OYO Rooms

Growth – India+SE Asia

Gurgaon

Feb'21 – Current

- **CRM – Repeat Users:** Manage Coupon Discounting and Triggered Communications for Repeat Customers in India, Indonesia, Malaysia & Philippines
 - **Daily Execution:** Monitor country-level total Discounting and resultant room-nights & burn obtained for each active coupon, as well as delivery, clicks, conversion and ROI performance of Triggered Messages. Conduct RCA and make corrections for any observed deviations in both. Make small tweaks to maximize ROI of Coupons and Communication Messages
 - **Project-Driven Improvements:** Design & rollout new Coupons and Campaigns to unlock demand. Increase reach and performance of Triggered Messages by identifying new user journeys, modifying content, increasing personalization, and using different combinations of messaging mediums

Global Revenue

May'20 – Jan'21

- **Revenue Growth – Global:** Contributed to top line through **Revenue Products** designed to increase demand, unlock supply and improve conversions. For example – chatbot, stay options based on length-of-stay, vouchers
 - **Daily Execution:** Review & manage daily performance of products based on intended input & output metrics across all geographies. Adjust products' configurations for optimum output (eg. Short-stay pricing) and take corrective measures in setup or execution of products. Connect with local teams to discuss and review tasks related to products' management and development in respective geographies. Discuss and review development status of currently WIP products and projects with Tech and relevant stakeholders
 - **Product/Project-Driven Improvements: Conceptualize & test new products** for increasing Revenue, and liaise with Tech & associated business teams for development basis test results (eg. Agent-assisted On-Call Payment Transactions). **Introduce improvements, corrections, and customizations** in existing products as per local geography requirement (eg. China-specific long-stay product configuration) or development roadmap (eg. Enhancement of Voucher MVP). Coordinate with internal and external teams for tie-ups and promotions on multiple platforms and drive campaigns for visibility (eg. Staycations)

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- **Prepaid Revenue - India:** Drove Prepaid revenue maximization for Franchise Hotels in India, to minimize recovery from Hotel partners for fulfilling OYO's share of revenue
 - Increased India Prepaid% share in NRV by **10 percentage points** and India Payment Success Rate metric by **5 percentage points** from May to Sep. **Total Monthly Cash CM impact of approx. INR 78 lakhs**
 - **Daily Execution:** Manage implementation of prepaid restrictions and exceptions on a daily basis. Track all associated metrics to ensure prepaid cash accrued is 100% utilizable, and take data-driven corrective actions. Resolve for any operational issues impacting prepaid with cross-functional stakeholders
 - **Product/Project-Driven Improvements:** Design and implement **tech-based products** to maintain and improve prepaid metrics. **Project-manage** with multiple teams right from design to delivery & implementation of products, track their impact post implementation, and make improvements if required – eg. automated smart prepayment nudges, Payment Success Rate improvement, prepaid process automation

Go-Live, Cloud Kitchen Business

Sep'19 – Apr'20

- **Cloud Kitchen Growth & Expansion:** Led setup & growth of OYO Cloud Kitchens and Brands across India
 - Executed **1.5x growth (from 500 to 750+)** in Cloud Kitchens, addition of 3 new cuisines over existing 5 **across entire kitchen network**, as well as **2x increase in Kitchen outlet reach**, within 4 months in India
 - **Daily Execution:** Ensured target number of kitchens and brand outlets were made live within timelines as per Business requirement. Conducted all required **planning, coordination and issue resolution**, to make sure onboarding of kitchens on all online platforms and their operational launch was done smoothly
 - **Project-Driven Improvements: Set up and streamlined SOPs** for cloud kitchen launch involving multiple teams & cross-functional handshakes. Implemented checkpoints and procedures (such as kitchen Pre-Signing Audits and Overlap Analysis) to **ensure first-time-right** live and guarantee kitchen productivity. Created **Network Mapping** of kitchens vs demand clusters to prioritize expansion of relevant brands & cuisines and have direct focus on improving performance of high-potential kitchens

Central Operations, Self-Operated Business

Nov'17 – Aug'19

- **Guest Experience:** Headed NPS Operations and drove sustained improvement in Hotel Guest Experience
 - Brought about **20% improvement in NPS scores** while sustaining **3X growth** in business in 2018. Achieved **best NPS scores amongst all intra-OYO Hotel Businesses** in 2019
 - **Daily Execution:** Ensured critical ops metrics impacting Guest Experience & hotel health remained fulfilled by process-based checks and SOPs. Aligned quick resolution of ground issues by driving mini task-forces involving multiple teams, usually hotel-specific
 - **Project-Driven Improvements:** Ran structured & continuous data-driven processes such as Room checklist and Staff incentives, as well as Pan-India interventions & campaigns targeting hotel operational features – eg. 'Dangal' (for Hygiene), 'Atithi Devo Bhava' (for Guest experience), 'Parivartan' (for Infra)
- **Operations Excellence:** Led comprehensive revamp of hotel staffing setup for Self-Operated Business
 - Strengthened staffing management on ground by aligning dedicated resources for coordinating quick issue resolution, and by implementing standard penalties & incentives structure for manpower vendor payout
 - Drove adoption of tech-based products (Housekeeping App, Biometric attendance) to measure & improve productivity of ground staff; **improved tech adoption by 15 percentage points** within 1 month
 - Sought to consolidate and standardize manpower vendor base by bringing in pan-India vendors and implementing standard vendor structure across India, while ensuring minimal impact on manpower costs
- **Repair & Maintenance:** Headed maintenance and improvement of hotels' infrastructure
 - **Reduced hotel infra maintenance cost by 30%** and **improved vendor payment TAT by 80%** through cost standardization, setting up systematic payment process and strategic vendor development

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- **Daily Execution:** Coordinated with hotel teams on escalations to ensure timely resolution and minimize room unavailability due to infra issues. Ensured **cost control** in operations via process adherence
- **Project-Driven Improvements: Established SOPs** to streamline work execution, payments, cost control – implemented Ticketing system, Monthly Infra Audits, Vendor framework; recruited manpower, **built vendor support bases** to strengthen operations; **set & managed performance targets** for ground teams

Samsung India Electronics Ltd

Logistics Strategy Planning & Solutions

Gurgaon

Jun'14 – Oct'17

- **Warehouse Capacity Planning:** Program Coordinator in end-to-end **collaborative supply-chain planning**
 - Effected cost savings of **~INR 1 Cr.** per year through tactical inventory planning and workload prediction
 - **Singlehandedly drove consensus** between 3 functions – Sales, Production & Logistics, on supply chain requirement vs capacity. Provided input to S&OP planning to maintain service levels in **highly lean setup**
 - Projected warehouse space requirement to within **90% accuracy**. Used predictive analytics to ensure **optimum resource utilization** and prevent warehouse over/understocking
- **Network Planning:** Evaluated future logistics network in GST scenario and designed optimization measures
 - Program Coordinator for **award-winning project** of **Direct Delivery** of goods from Factory to distributors. Ensured smooth execution by aligning processes and **hand-holding** stakeholders during pilot
 - Critically analyzed and projected logistics cost patterns for post-GST scenario; proposed **warehouse-customer realignment** and/or **warehouse assimilation** at national level basis cost projections
- **Distributor Excellence:** Program Manager for all-India exercise to assess logistical capability of distributors
 - Designed distributor evaluation framework & program execution strategy; **managed over 40 stakeholders** all over the country with simultaneous implementation, reporting and data-collection
 - Gathered business requirement, analyzed final data and prepared improvement roadmap for each Distributor vis-à-vis their existing capability vs. Samsung's current & future logistics requirement

Tata Power

Power Plant Operations

Mumbai

Jun '10-Jun '12

- Control Room Operations engineer for two 500 MW Thermal Units. Responsible for daily plant activities of load adjustment, maintenance overview, coordination between working parties in plant & handling emergencies

EDUCATION

Year	Course	Institution
2014	PGDM	S. P. Jain Institute of Management & Research, Mumbai
2010	B.Tech. (EEE)	Vellore Institute of Technology, Vellore
2006	Class XII, CBSE	St. Columba's School, New Delhi
2004	Class X, CBSE	St. Columba's School, New Delhi

SCHOLASTIC & EXTRA CURRICULAR ACHIEVEMENTS

- **World Champion**, Fall 2012 Global Capsim Challenge; competing against **1800 participants** from **280 universities worldwide**
- Achieved **Certificates of Merit** for academic performance at various schools
- **Event Head**, 'The Works'- Operations Event of Ojas 5.0 (Management Festival of SPJIMR) which attracted over **9000 participants**. Responsible for ideating, sponsorship, publicity & executing the event
- Member of debating societies at school & college. Secured podium positions at various debate competitions