

# MINAL ASHAR

## TRANSFORMATION EXECUTIVE

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### EXECUTIVE SUMMARY

Finance Transformation Executive with 18+ years driving large-scale modernization across major financial institutions. Directed \$100M+ in finance platform investments, automated regulatory reporting across global operations, and unified 100+ source systems into decision-ready data ecosystems. Deep regulatory fluency across BCBS 239, CCAR, DFAST, and OSFI. Trusted by CFOs and executive leadership to translate complex, multi-year transformation programs into board-level narratives that secure funding and accelerate execution.

**\$100M+**

Platform Investments Led

**\$15M+**

Revenue Growth via Analytics

**50+**

Global Team Built

**100+**

Source Systems Integrated

### CORE COMPETENCIES

#### Finance Transformation

- Finance Strategy
- ERP / SAP Implementation
- General Ledger (GL) & Reporting
- FP&A & Performance Management
- AI Adoption & Scale

#### Data Governance & Reporting

- Regulatory Reporting
- BCBS 239 / CCAR Compliance
- Data Governance & Modernization
- Metadata, Lineage & Quality
- Finance Data Architecture

#### Leadership

- GTM Strategy & Revenue Growth
- Change Management
- Global Team Building
- C-Suite & Board Advisory
- Regulatory Engagement

### PROFESSIONAL EXPERIENCE

CITIBANK N.A. | New York, NY 2021 – Present

#### Senior Director, Transformation — Chief Data Office

Spearheading enterprise transformation initiatives to modernize Citi's data and reporting infrastructure, enabling real-time, decision-ready insights for CFO, risk, and business leadership.

- Chair enterprise-wide Finance, Risk, and Data forums, prioritizing and executing initiatives to enhance data quality, streamline reporting processes, and reduce latency in financial and risk insights
- Partner with CFO and Chief Data Officer to define and execute enterprise finance transformation strategy, aligning finance data, reporting, and decision frameworks to support faster, more accurate decision-making for BCBS 239 reporting
- Design and deploy domain-based operating model that resolves gaps as defined by OCC, leading to improvement in data transparency and control effectiveness across different lines of business
- Drive modernization of enterprise data stack (Collibra, Atlan, Informatica, Data Lake, Catalog), improving data traceability and operational efficiency by 30% — enabling faster regulatory reporting and client analytics
- Scale AI data cataloging from experimentation to enterprise adoption, fixing chronic data fragmentation issues and returning 40% of stewardship time back to the business
- Define and implement data risk metrics (KRIs) and thresholds across 100+ source systems, strengthening front-office responsiveness, enhancing client insights, and improving reporting accuracy
- Reframe enterprise data policies and standards to align with finance strategy, accelerating adoption across global business units and reducing regulatory and operational risk

ROYAL BANK OF CANADA (RBC) CAPITAL MARKETS | New York, NY 2017 – 2021

#### Enterprise Risk Lead — Chief Risk Office

Built the enterprise risk management function from the ground up, implementing governance structures that strengthened oversight, supported secure innovation, and ensured regulatory compliance.

- Established the Enterprise Risk Management (ERM) function from scratch, establishing the framework, controls, governance, and a 50-person global team with full operational capability in under 12 months

- Designed and implemented the full Three Lines of Defense governance model, defining clear accountability across 1LoD business ownership, 2LoD risk oversight, and 3LoD internal audit
- Authored the firm-wide risk appetite statement and tolerance thresholds, presenting directly to the Board Risk Committee and senior executive leadership for approval
- Operationalized a data-centric COSO ERM framework, integrating data integrity controls, lineage, and reporting resilience into a unified risk posture to ensure accuracy across enterprise-wide risk data aggregation
- Deployed Confluent audit logging and data lineage tracking to meet BCBS 239 requirements and support internal audit processes across trading and settlement infrastructure
- Implemented firm-wide stress testing, scenario analysis, and emerging risk identification frameworks covering cyber, third-party, and operational resilience to meet OSFI (E-13/E-21) and CCAR mandates
- Increased operational efficiency and risk visibility by 30% through SaaS implementation of an enterprise RCSA platform, collaborating across product, engineering, and functional teams to drive adoption
- Embed enterprise risk culture through structured training programs and risk awareness initiatives, driving adoption of risk-based decision-making across all business lines
- Recruit and develop 50+ risk professionals across the U.S., Canada, and Asia through structured workforce planning and talent development

## BLACKROCK | New York, NY 2015 – 2017

### Analytics Director — Financial Markets Advisory

Scaled BlackRock's professional services practice, generating \$15M+ in revenue growth by commercializing Aladdin platform capabilities and delivering risk analytics engagements for asset managers, banks, and insurers.

- Scaled the risk analytics practice, defining go-to-market strategy and delivering complex multi-asset class engagements for global financial services clients leveraging the Aladdin investment platform
- Directed scenario analysis and stress testing of credit, market, and liquidity exposures, integrating data overlays and quantitative models to ensure capital adequacy and maintain CCAR/DFAST compliance
- Managed a \$3M+ AML Enhanced Due Diligence program, recruiting and leading a 45-person cross-functional team to successful delivery for a major financial institution client
- Deployed a comprehensive fraud risk strategy aligned with regulatory requirements, achieving a 25% reduction in fraudulent activities
- Developed KPI frameworks and executive dashboards to drive measurable improvement in portfolio risk decision-making for institutional asset management clients

## ERNST & YOUNG (EY) LLP | New York, NY 2009 – 2015

### Manager — Financial Services Advisory

Delivered large-scale finance transformation and regulatory reporting engagements for Goldman Sachs, Morgan Stanley, and Credit Suisse, across finance automation and regulatory platforms.

- Led \$40M+ SAP/ERP and Axiom regulatory reporting automation programs, directing cross-functional teams of 40+ and delivering finance transformation across large-scale global operations
- Designed and executed go-to-market strategy for a \$150M risk and finance regulatory platform, accelerating adoption by 25% across 20+ markets by securing C-suite alignment globally
- Led end-to-end transformation of the General Ledger operating model, modernizing legacy finance architecture to support real-time, multi-entity reporting across global business lines
- Partnered with CFO, Controller, and Finance Technology leadership to redefine chart of accounts, data standards, and financial hierarchies, enabling consistent reporting across regions and legal entities
- Streamlined requirements and design processes on Appian to accelerate MVP delivery and drive faster platform adoption for management reporting

## EDUCATION & CERTIFICATIONS

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Master of Business Administration, University of Liverpool, Liverpool, UK  
 Bachelor of Business Administration, University of Wollongong, Dubai, UAE  
 Economics of Blockchain and Digital Assets, University of Pennsylvania, USA  
 Leading Strategic Growth, Columbia Business School, New York, USA  
 The Business of AI, Columbia Business School, New York, USA