ARUN BHAT

Fractional COO | Operating Partner for Early-Stage Founders | Process Systems & Revenue Governance
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PROFILE

Systems-first operator with 12+ years spanning engineering design, process governance, and revenue operations. A lifelong pattern: understand how a system actually works — mechanical, organizational, or financial — then build the process infrastructure that removes its failure points for good. Partners directly with founders to install the operating backbone that lets early-stage companies scale without breaking. Six Sigma Green Belt-certified process rigor applied from the shop floor to the boardroom.

CORE OPERATING TOOLKIT

Six Sigma Green Belt (ADAAP, 2015) • Revenue Governance & Leakage Prevention • Distributed Partner Network Operations • Working Capital & Dispute Resolution • ERP/GL Systems Integration • Founder Advisory & Commercial Strategy

STRATEGIC IMPACT

- $15M+ (INR 128 Cr) revenue platform governance across 850+ distributed partners
- $240K+ (INR 2 Cr+) annual revenue leakage prevented via enterprise governance redesign
- 15% margin expansion through commercial optimization
- 90% recovery rate across disputed partner settlements
- 30% project-cycle reduction delivered in first year of engineering career
- Sustained, direct strategic partnership with Founder/CEO

PROFESSIONAL EXPERIENCE

Director, Partner Finance (Revenue Assurance) — Treebo Hospitality Ventures *2021 – Present*

- Operate as de facto commercial strategist to the Founder/CEO — shaping pricing, partner economics, and expansion risk decisions for a $15M revenue platform.
- Architected an enterprise-wide revenue governance framework across 7+ revenue streams, preventing $240K+ (INR 2 Cr+) in annual leakage and strengthening EBITDA visibility.
- Rebuilt working capital discipline across the disputed partner base, driving a 90% recovery rate.
- Founded and scaled a centralized Partner Finance Call Center from zero, standardizing dispute resolution across 850+ partners.
- Directed ERP–GL integration via API automation, enabling real-time financial reconciliation.
- Own cost budgets and resourcing for the revenue assurance function; built and lead a 5-person team.

Supply Chain Manager — Arvind Fashions *2020*

- Ran end-to-end supply chain operations across 2,000+ SKUs.
- Rolled out a Distribution Management System across a 120+ distributor network.
- Designed and executed an inventory refurbishment program, recovering stranded value and cutting write-offs.

Repairs & Maintenance Strategy Lead — Coffee Day Beverages *2016 – 2020*

- Designed the preventive/breakdown maintenance manpower strategy for a nationwide field technician network.
- Applied Six Sigma methodology to raise field technician efficiency, delivering measurable productivity gains.
- Implemented Salesforce-based tracking discipline, improving asset visibility and service response times.

Foundational Experience: *Senior Design Engineer, Tata Technologies, Pune (2011–2014) — sheet metal tool design (CATIA V5, parametric modeling); cut project timelines by 30% in year one. The origin of a process-first operating philosophy.*

EDUCATION & CERTIFICATION

PGDM — Operations & General Management, TA Pai Management Institute (TAPMI)
B.Tech — Mechanical Engineering, Malaviya National Institute of Technology (MNIT), Jaipur
Six Sigma Green Belt — ADAAP (2015)