VIKRAM RAVIPROLU

Programme Director · Strategy Execution · Banking Operations & Regulatory Change

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PROFILE

Senior banking programme and portfolio leader with 29 years at Deutsche Bank in Frankfurt/Eschborn. Translates executive priorities into roadmaps, decision packs, costed plans and accountable follow-up across operations, technology, payments and control. Track record of on-time, on-budget regulatory and transformation delivery in a complex German bank. Available from November 2026.

SELECTED RESULTS

- €37.5m run-rate savings from an offshore operations hub, delivered ahead of plan (Private Bank Operations).
- Pan-European PSD2 programme across payment systems: on time and under budget (Corporate Bank).
- Migration of 250+ Trust & Agency Services functions; €6.5m cost reduction.
- Payment platforms reduced from 7 to 3; STP lifted from 72% to 95% (Corporate Payments, Germany).
- Postbank integration: operations impact analysis to protect client experience during merger execution.

CORE CAPABILITIES

- Strategy to execution: priorities, trade-offs, business cases, implementation roadmaps, steering status.
- Portfolio leadership: connect workstreams to institutional outcomes; SLA/KPI and benefits oversight.
- Programme oversight: accountability, assurance, escalation and cross-functional coordination without displacing line owners.
- Domain: payments, regulatory change (PSD2, FTR), operations transformation, bank integration, digitisation.
- Languages: English (native), German (fluent).

EXPERIENCE

Deutsche Bank AG, Singapore (Jan – Apr 1997), then Eschborn / Frankfurt Jan 1997 – Oct 2026

Senior Strategy & Digital Transformation Lead, Private Bank Operations | Jan 2022 – Oct 2026

- Set transformation priorities for Private Bank Operations; tracked delivery against savings, service and integration outcomes.
- Built and steered the offshore hub case through to €37.5m savings ahead of schedule.
- Coordinated operations, technology and integration stakeholders on Postbank; flagged cross-cutting impacts early.
- Introduced the Operations Engineer upskilling framework to lift delivery capability in the operating model.

Senior Portfolio Manager – Transformation, Private Bank Operations | Oct 2019 – Dec 2021

- Owned the digitisation, optimisation and automation portfolio for core operations.
- Installed SLA/KPI governance so leadership could see slippage and course-correct.

Programme Manager – Regulatory Projects, Corporate Bank | Feb 2015 – Sep 2019

- Directed pan-European PSD2 compliance across payment systems; on time, under budget.
- Ran further regulatory and process programmes in Asia and the US, including cheque automation.

Programme Manager – Strategic Initiatives, Corporate Bank | Aug 2011 – Jan 2015

- Defined SAP Core Banking adoption options and continuity plans for the business.
- Led migration of 250+ Trust & Agency Services functions; €6.5m cost reduction.

Earlier Deutsche Bank leadership | 1997 – 2011

- Global Head, E-Banking Customer Support (Jul 2007 – Aug 2011): unified service for 70,000+ clients; improved SLA/KPI performance.
- Head, Corporate Payment Systems Germany (Oct 2003 – Jun 2007): platform consolidation; STP lifted from 72% to 95%.
- IT Strategy (Feb 2000 – Sep 2003, concurrently Head e-Cash May 2001 – Mar 2002) and Retail Banking (Jan 1997 – Jan 2000): digital change across Germany and France; managed strategic exits.

Earlier career 1991 – 1996

SI Consulting, Singapore (Business Systems Analyst, Dec 1995 – Dec 1996); HCL Consulting, India (Apr – Nov 1995); Compat Inc., India (Software Engineer, Aug 1991 – Mar 1995).

EDUCATION

MBA (extra-occupational), Ashridge Business School, City University, UK (Apr 2003). B.E. Computer Science, Gulbarga University (1991). Six Sigma Yellow Belt (2005). Project Management Certificate Program (Kerzner Approach), International Institute for Learning (IIL), 2006.