

Transformation Delivered, Not Just Advised.

SKA Global Partners works with established organisations in the GCC, Asia Pacific, and New Zealand — delivering transformation led by a practitioner, not a framework factory.

Principal-led · GCC · Asia Pacific · New Zealand

01

The Challenge

Why transformation programmes fail — and what to do about it

The Problem With How Transformation Is Sold

Most organisations embarking on digital transformation engage one of two categories of support: large consulting firms that provide frameworks and junior analysts, or technology vendors with a solution looking for a problem. Neither has skin in the game.

The result is predictable. Programmes run over time and over budget. Deliverables arrive as reports and roadmaps rather than working systems. The consultants leave and the organisation is left to execute against a plan built by people who have never had to execute one themselves.

"The failure mode is almost never the strategy. It is the absence of experienced delivery leadership — someone who has done it before and is accountable for doing it again."

What organisations actually need

The organisations that succeed in transformation share a common characteristic: they have someone at the centre of the programme who has delivered at this scale before — who knows where programmes stall, what vendor promises to discount, and how to maintain executive confidence through the inevitable difficult periods.

A principal who has personally led enterprise-wide transformation — not studied it

Accountability for outcomes, not just recommendations

Honest diagnosis before any solution is proposed

Engagement models that fit the problem, not a standard contract

Someone who builds capability in your organisation, not dependency on theirs

02

Who We Are

A practitioner-led consultancy with 25 years of delivery experience

SKA Global Partners

SKA Global Partners is a management consultancy registered in New Zealand and operating across the GCC region, Asia Pacific, and internationally. Every engagement is led personally by Senthil Parameswaran — Principal Consultant and the firm's founder.

There are no junior analysts, no sub-contracted delivery teams, and no pre-packaged frameworks applied before understanding your situation. The person you speak with in the first conversation is the person accountable for the outcome.

25+

Years of delivery

10

Years as CDO

4

Continents

1

GCC built from scratch

Senthil Parameswaran — Principal Consultant

Senthil began his career as a Software Engineer in Singapore in 2000, building eProcurement platforms for the Singapore Government. Over the following 25 years he worked across five countries and four continents — progressing from senior technical roles at FedEx Services in the United States, to independent consulting across New Zealand, the Netherlands, and the United Kingdom, before joining Arab Bank in Jordan as Chief Digital Officer in 2017.

At Arab Bank, he led a decade-long transformation of one of the Arab world's most established financial institutions — launching Reflect (a full digital banking platform built in nine months), Arabi Next (the bank's flagship mobile app serving millions of customers), and establishing ACABES, Arab Bank's Global Capability Centre in India, from the ground up.

2017 – 2026

Chief Digital Officer

Arab Bank,
Jordan

2012 – 2017

Technology Consultant

NZ ·
Netherlands ·
UK

2006 – 2012

Senior Programmer Analyst

FedEx Services,
USA

2005 – 2006

Senior Systems Analyst

Emerio
Globesoft,
Singapore

2000 – 2005

Software Engineer / Analyst

Singapore ·
Malaysia

03

What Makes Us Different

Four commitments that define every engagement

Four Commitments

01

Delivery over advice

Every recommendation SKA Global Partners makes is grounded in having done it. If we say a digital banking platform can be launched in nine months, it is because we have launched one in nine months. The advice is not theoretical — it is drawn directly from the outcomes of doing the work.

02

Honest assessment first

Every engagement begins with a Diagnostic Assessment — an honest view of where your organisation actually is, not where you wish it were. Pre-packaged answers serve the consultant, not the client. We will tell you what we see, including the things that are uncomfortable to hear.

03

Principal-led from start to finish

Senthil leads every engagement personally. There are no handoffs to junior staff once the contract is signed. The depth of experience you evaluate in the first conversation is what you get throughout the engagement.

04

Build capability, not dependency

The goal of every engagement is to leave your organisation stronger — with the skills, processes, and confidence to continue without us. We measure success by how little you need us at the end, not how much.

04

Our Services

Six areas of practice — one principal

Six Areas of Practice

Every engagement begins with a Diagnostic Assessment. The right service — or combination of services — becomes clear from that conversation.

01

Digital Transformation Leadership

Embedded programme leadership for organisations navigating major digital change. Interim CDO, transformation governance, and delivery accountability from day one.

02

Global Capability Centre Setup

End-to-end setup of offshore technology delivery hubs — from location strategy and legal structure to team build and operating model. Built ACABES in India for Arab Bank.

03

Architecture & Technology Review

Independent assessment of your technology landscape — identifying structural risk, modernisation priorities, and AI-readiness gaps. Actionable, not theoretical.

04

AI-Native Engineering Advisory

Helping engineering teams transition from AI-assisted to AI-native — with governance, observability, and architectural discipline built in from the start.

05

Quality Assurance Practice Setup

Design and build of enterprise QA functions — from strategy and tooling to team capability and process standards across delivery programmes.

06

Digital Banking Accelerator

Proven patterns for banks and fintechs building digital products. Built Reflect, Arabi Next, and AB Private Banking — delivered where others stalled.

05

How We Work

From first conversation to delivered outcome

The Engagement Model

Every engagement follows the same three-step model, regardless of size or scope. This is not a sales process — it is the discipline that ensures we are solving the right problem before committing to a solution.

Step 01 **Diagnostic Assessment**

An honest, principal-led assessment of your current state: where you are, what is actually blocking progress, and what needs to happen next. This is a structured engagement in itself — not a free sales call. Duration: 2–4 weeks depending on scope.

- Structured interviews with your leadership and technical teams
- Review of existing documentation, architecture, and delivery history
- Written findings with prioritised recommendations
- Presented to your executive team with full rationale

Step 02 **Proposal & Alignment**

Based on the Diagnostic, we agree on the right engagement model. This might be a fixed-scope project, a monthly retainer, or embedded delivery. We discuss what success looks like, how we will measure it, and what the honest timeline is.

- Fixed-scope project for defined deliverables
- Monthly retainer for ongoing advisory and governance
- Embedded delivery for programme leadership

Step 03 **Delivery**

Principal-led from start to finish. Regular reporting to your executive team. Decisions made at the right level. Capability transferred to your team throughout — so you are stronger at the end than you were at the start.

- Weekly progress updates and decision logs
- Executive-level reporting aligned to your governance cadence
- Knowledge transfer built into the engagement from day one
- Exit criteria agreed upfront — you know when we are done

06

Proof

Delivered, not just advised — the Arab Bank story

The Arab Bank Transformation

Arab Bank is one of the Arab world's most established financial institutions, operating across 30 countries. When Senthil joined as Chief Digital Officer in 2017, the bank had the ambition to transform digitally but had not yet built the foundation to do it.

Over nine years, he led the transformation that reshaped the bank's technology organisation, digital product suite, and offshore delivery capability. The outcomes below are not projections — they are what was built and delivered.

Reflect

Full digital banking platform

Built and launched in nine months — when industry benchmarks for comparable programmes were two to three years. Reflect gave Arab Bank a complete digital banking proposition from account opening to payments.

Arabi Next

Flagship mobile banking application

Arab Bank's primary mobile banking app, serving millions of customers across the region. Designed for growth and built on an architecture that enabled continuous delivery without major disruptions.

ACABES

Global Capability Centre — India

Established from the ground up: legal entity, leadership hiring, technology infrastructure, and integration into Arab Bank's global delivery model. ACABES became a core part of the bank's technology delivery capacity.

Digital Onboarding

End-to-end account opening

Full digital onboarding across multiple markets — navigating KYC requirements, regulatory constraints, and legacy core banking integration without a branch visit.

AI-Native Engineering

Organisation-wide practice transformation

Led the adoption of AI-native engineering practices across the technology organisation — tooling evaluation, workflow redesign, governance framework development, and the cultural change needed to make it sustainable.

From Those Who Were There

"Senthil not only provided expertise in designing, developing, and leading the solution — he acted as the sole primary subject matter expert throughout the engagement. I highly recommend Senthil when a level of creativity and ambiguity exists." — Rob Suba, CTO · former client, Cardinal Health

"The digital impact has been huge. We built many digital flows together, many apps. Many banks around us envy us for what we built." — Senior Executive · Arab Bank

"He has a go-getting nature and is result-oriented with an eye on the final outcome and focused on delivering tangible business benefits. Given a chance I would love to work with him again." — Swaminathan Balachander, Global IT Domain Head · former client, DHL Express

07

Who We Work With

Client context and geographies

Client Context

SKA Global Partners works with established organisations — typically those with significant technology budgets, ongoing or planned transformation programmes, and a genuine need for experienced leadership rather than additional reports.

Banks & Financial Services

- Retail and Islamic banks navigating digital transformation
- Banks building or rebuilding digital banking platforms
- Financial institutions evaluating Global Capability Centre options
- Private banks and wealth managers modernising client-facing technology

Government & Public Sector

- Government agencies with large-scale technology modernisation programmes
- Public sector organisations establishing shared services or delivery hubs
- Regulators and central bodies assessing technology risk across portfolios

Enterprise & Conglomerates

- Large enterprises with legacy estates requiring structured modernisation
- Conglomerates establishing technology shared services or GCCs
- Organisations scaling engineering teams without scaling complexity

Technology Vendors & Integrators

- Vendors entering new markets (GCC, Asia Pacific, New Zealand)
- Systems integrators needing senior advisory on delivery approach
- Technology firms building financial services practices in the region

Geographies

Primary markets: GCC (UAE, Saudi Arabia, Qatar, Kuwait, Bahrain, Oman), Jordan and wider Middle East, New Zealand.

Secondary markets: Asia Pacific (Singapore, Malaysia, India delivery hubs), and international engagements where the work requires it.

08

Next Steps

How to start a conversation

Start with a Diagnostic

The right starting point for any potential engagement is a Diagnostic Assessment — a structured, principal-led review of where your organisation is and what it needs. This is a genuine engagement, not a sales presentation.

To begin a conversation, send an email with a brief description of your organisation and what you are trying to accomplish. You will hear back within two business days.

What to include in your first message: Your organisation and sector The challenge or transformation you are navigating What kind of support you are looking for Your preferred timeline

Contact

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SKA Global Partners is registered in New Zealand and operates internationally. All engagements are principal-led by Senthil Parameswaran.