Dip Patel

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PROFESSIONAL EXPERIENCE

HUGO, Currently San Francisco Bay Area, California, USA and Formerly Lagos, Nigeria — May 2024 – Present

Strategic Advisor and Former Director, Global Generative AI Operations

Promoted from Business Operations within 3 months to co-lead service delivery for the largest enterprise client, constituting 80% of annual firm revenue (~$25M). Collaborated with the VP of Global Generative AI to devise project strategy, client engagement positioning, workforce and capacity plans, and forward pipeline for emerging use cases; collaboration to date secured 3 net new workflows, added 150+ agents, and ~$4M in annualized revenue. Led 1 senior manager and 3 project managers and oversaw 900+ agents delivering AI model training across 7 concurrent workflows. Devised the portfolio roadmap, owned budgets, and instituted governance that ties OKRs and KPIs to quality, cost, and speed targets. Recognized internally for coordinating 10 verified client reviews on Clutch, contributing to recognition as 2025's fastest-growing outsourcing provider globally.

- Conceived and led a unification program with senior leaders to design and roll out a company-wide execution strategy and operating model aimed at ending siloed delivery. Organized a weeklong offsite for 40+ managers with workshops and strategy design sprints. Co-authored a cross-portfolio playbook that defined governance, shared staffing, escalation pathways, and culture routines codified in decision logs, RACIs, and a 90-day execution roadmap. Increased cross-functional collaboration scores by 18%, achieved 80% adoption of standardized processes within 60 days, delivered 90% of roadmap milestones within 90 days, restructured the PM organization to reduce PM headcount by ~20% with no SLA impact, and trimmed management costs by 12% while reducing cycle time by 10%.
- Designed and implemented a portfolio-wide performance management strategy and KPI operating model to link project delivery to commercial outcomes, replacing inconsistent accountability and ad hoc reporting across 17 AI model training workflows. Defined a measurement strategy with leading and lagging KPIs tied to OKRs and SLAs, standardized scorecards, and thresholds. Established weekly and monthly governance in Monday.com and coached managers through playbooks and review cadences. Exceeded the quality target by 5%, raised on-time delivery to 96%, cut issue detection to resolution time by 30%, and reduced client escalations by 25%.
- Engineered and operationalized a project manager talent strategy with People leaders and external partners (Jobtech Alliance and Mercy Corps) to align capacity with the scale plan and raise the hiring bar. Built a competency model and role profiles in partnership with the recruiting manager; designed structured interviews, work-sample tests, and scoring rubrics; calibrated interviewers, integrated the workflow into the ATS, and trained hiring teams with quality-control guardrails. Reduced time-to-hire by 40% (45 to 27 days), doubled high-scoring pass-through to offers (18% to 36%), lifted offer acceptance by 12%, and shortened time-to-productivity by 25%.

WASOKO, Africa — May 2021 – May 2024

Chief of Staff – Commercial, Technology, Fintech (Kenya, Rwanda, Tanzania, Uganda) — February 2023 – May 2024

Promoted from Head of Financial Services to Chief of Staff to the CEO with a mandate to stabilize operations, drive profitable growth, and lead post-merger integration after the Wasoko and MaxAB merger, celebrated as Africa's largest tech startup merger at the time. Architected the operating rhythm across markets, including OKRs planning, weekly executive reviews, monthly performance tracking, and board materials for quarterly meetings. Led a program management office, consolidating planning across Product, Engineering, Commercial, Operations, and Finance to convert strategy into resourced roadmaps, define decision rights, and enforce accountability. Prioritized a 25+ initiative portfolio and allocated ~$20M in opex and capex using ROI, payback, and risk screens, with monthly stage gates and variance reviews. Orchestrated post-merger organization design, systems harmonization, and leadership communications with function heads to improve delivery reliability, eliminate duplication, and lower cost to serve.

- Structured an $11M working capital facility with Finance, Operations, and external lenders to unlock import operations after stockouts and longer supplier terms began constraining sales. Built a multi-country demand and cash flow model linking forecast, inventory turns, and shipment lead times, set target days of cover by category, aligned Finance and Operations on a monthly draw schedule, and negotiated tenor, pricing, and covenants with lenders and core suppliers. Reduced average import lead time by 12%, raised availability of top SKUs by 15%, cut stockouts by 30%, and restored on-time fulfillment to 95%+.
- Restructured Product and Engineering post-merger with product, engineering and people leaders to unify roadmaps, eliminate duplicate builds, and accelerate release velocity and payment reliability. Instituted product lines tied to commercial OKRs, implemented quarterly planning and intake, harmonized tooling and environments, rationalized overlapping vendors, and implemented delivery scorecards for cycle time, defects, and on-time release with clear RACI ownership. Improved delivery speed by 15%, increased on-time release to 95%, reduced cross-team wait time by 20%, and eliminated duplicate spend by 10%.

Head of Financial Services (Kenya, Rwanda, Tanzania, Uganda, Ivory Coast, Senegal) — May 2021 – February 2023

Reported to the COO with a mandate to build and scale financial services across 6 markets to unlock retailer liquidity, grow order frequency, and improve cash conversion. Owned P&L for a multi-market credit and payments portfolio at ~$2M monthly throughput with <1% default, managing functional leads and indirectly overseeing 40+ team members across Product, Credit Risk, Collections, and Customer Success. Devised credit strategy, pricing, and risk appetite, established portfolio governance and a credit committee cadence, and negotiated bank, mobile-money, and payment-service-provider partnerships with Finance and Legal. Allocated ~$1M in operating budgets, set unit economics and cohort targets, and instituted analytics to steer growth while protecting portfolio quality.

- Architected and implemented integrated digital payments and collections embedded in the retailer ordering platform across 6 markets to accelerate cash conversion and reduce leakage. Enabled mobile money, bank transfer, and card acceptance; automated reconciliation and settlement matching; deployed payment links and QR flows; and segmented outreach with risk-based reminders and negotiated settlements in partnership with Engineering, Operations, Finance, and external providers. Increased digital repayment adoption from 35% to 68%, improved collections efficiency by 15%, reduced days past due by 25%, lowered unit cost of collections by 18%, shortened the cash conversion cycle by 5 days, and released ~$300K in working capital.

SWVL, Nairobi, Kenya February 2020 – April 2021
General Manager
Reported to the Global CEO. Architected Kenya market strategy and country P&L with ~$5M in annual revenue and ~$10M in operating spend. Mandated to reset the cost base and get on a path to profitability through pricing discipline, route and schedule optimization, vendor renegotiations, and a mix shift toward higher margin corporate services. Led regulatory response and the team through a lean redesign, reducing headcount from 51 employees to 24 with support from legal and policy teams. Orchestrated planning, performance reviews, and regulator engagement with ministries, transport authorities, and law enforcement to ensure continuity and compliance.

- Restored operations after a government ban and repositioned the market for compliant, profitable growth with a cross-functional task force. Structured regulator engagements, instituted compliance protocols and incident-response processes, and reorganized the team in partnership with HR and legal counsel. Implemented pricing guardrails, operational optimizations, and vendor renegotiations with sales and operations leads. Expanded the corporate portfolio from 1 below-breakeven account to 15 profitable corporate accounts generating ~$1.7M in annual revenue at 25%+ contribution margin, and reduced operating spend by ~30% with service levels preserved.

APOLLO AGRICULTURE, Nairobi, Kenya July 2018 – January 2020
Head of Growth
Reported to cofounders with a mandate to scale revenue and portfolio health nationwide. Owned growth strategy across acquisition, retention, pricing tests, and repayment programs with a seven-figure annual budget. Led a 25+ people cross-functional team spanning sales, marketing, and repayment while partnering with Product, Credit Risk, and Operations to convert strategy into roadmaps. Established performance governance, market expansion playbooks, and channel economics to balance the pace of growth with portfolio quality.

- Accelerated farmer financing with field, product and risk teams to unlock inputs at planting and expand footprint while protecting portfolio quality. Built a multi-channel go-to-market across field agents and digital campaigns in collaboration with a marketing lead. Co-designed pricing tests and implemented repayment and renewal programs with the data team, supporting analytics and target setting. Jointly delivered 500% annual growth, financed 25,000+ smallholder farmers, and maintained 90%+ collections and 80%+ retention.

UBER, East Africa December 2015 – June 2018
Country Manager (Kenya) October 2017 – June 2018
Reported to East Africa GM with full country P&L, safety, and government relations accountability. Directed operations, support, and marketing with a six-figure budget, leading 30+ staff and running planning, performance reviews, and crisis response. Managed partners and vendors and aligned product, policy, and compliance with regional and global teams.

- Launched UberCHAPCHAP as a team to expand access and unlock driver supply in a price-sensitive segment. Partnered with financiers and dealers to design ownership financing and eligibility criteria. Standardized onboarding and risk controls with product and operations teams, and ran a phased rollout in Nairobi. Enabled 200+ drivers to finance vehicles and improved availability in key zones.

Operations Manager (Kenya, Tanzania, Uganda) March 2017 – October 2017
Promoted from Marketing Manager to lead driver operations. Owned hub network strategy, service quality, and five-figure support budgets across 4 cities; managed 20+ staff and integrated regional marketing learnings into onboarding and retention programs. Directed hiring, training, performance management, and vendor oversight with people and product teams to scale supply and standardize driver experience.

- Established a regional support network in partnership with the HR team to reduce time to activation and standardize driver experience. Opened 4 in-person support centers, hired 20+ staff, standardized onboarding and performance management with clear ownership and handoffs, and coordinated with the marketing team for layouts and branding. Increased NPS and reduced time to activation by 50%.

EDUCATION

LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE, London, UK October 2014 – July 2015
MSc in Accounting, Organisations and Institutions (with Distinction), July 2015 | Co-winner of *the Anthony G. Hopwood Prize for outstanding examination performance.*

VASSAR COLLEGE, Poughkeepsie, NY, USA August 2010 – May 2014
B.A., Economics with International Politics minor (GPA: 3.70), May 2014 | Executive Assessment: 157

LEADERSHIP/COMMUNITY SERVICE EXPERIENCE

FLONE INITIATIVE, Nairobi, Kenya May 2021 – December 2023
Board Member and Chairperson: *Appointed to the board and later elected Chair during a scale-up phase focused on safety and gender equity in public transport. Directed the governance cadence by chairing quarterly meetings, setting agendas, and overseeing board committees; partnered with the executive director on strategy, risk, and stakeholder engagement with regulators, operators, civil society, and donors. Instituted performance tracking and accountability practices, strengthening decision rights to improve execution speed and quality.*

- Established a governance framework with committee leads and the executive director to professionalize oversight. Introduced committee charters, a board calendar with pre-reads, standard meeting packs, decision logs, a risk register, conflict of interest disclosures, and KPI dashboards in partnership with the operations lead and legal advisors. Collectively achieved 80% board attendance, increased on-time reporting, shortened decision turnaround on funding and policy matters, and clarified accountability for both the board and the director.

SKILLS AND INTERESTS

LANGUAGE SKILLS: Fluent in Gujarati; proficient in Swahili and Hindi.
INTERESTS: Snorkeling and novice diver working toward PADI certification in 2026. Completing at least 1 dive annually since 2023.