

Aamer R. Ghaffar

Chicago, IL | (773) 988-0145 | aamer.ghaffar@gmail.com | linkedin.com/in/aamerg

PROFESSIONAL SUMMARY

Director with 15+ years building commercial governance across global technology portfolios at Salesforce, UBS, and DXC Technology, including a \$5B Consulting & Engineering Services portfolio. Identified \$500M+ in receivables exposure within 90 days at DXC, built control over \$1.2B+ in third-party spend, and carried commercial responsibility for multi-billion-dollar cloud, data center, network, and outsourcing portfolios at Salesforce and UBS. Sets the team, cadence, and decision rights where the function is missing or has stopped working. Brings P&L discipline to revenue, margin, cash, and vendor spend, working through Finance, Legal, Delivery, and Sourcing to enforce contract terms and surface risk.

EXPERIENCE

DXC Technology | Chicago, IL

03/2025 – 10/2025

Director, Commercial Strategy & Portfolio Governance

Built the commercial function from zero against DXC's \$5B Consulting & Engineering Services portfolio: 450+ clients, \$1.2B+ in third-party spend. Stood up visibility across delivery, billing, margin, receivables, contracts, and vendor spend.

- Launched the function in 60 days with a five-person global team. Partnered with Finance, AR, Legal, Delivery, and Sourcing. Made the account review framework the operating standard for margin visibility. Designed the first-ever obligation management view via the enterprise Contract Lifecycle Management steering committee with Legal, Finance, CTO, Risk, and Audit.
- Embedded as commercial lead on the top 3 red programs. Surfaced obligation gaps, scope creep, and concession-led delivery patterns. Partnered with Legal and Delivery to renegotiate and align on terms; all three saved from SLA breach. Redesigned portfolio-wide client contract commitments: SLAs, performance metrics, and Cost of Living Adjustment escalators.
- Identified \$500M+ in receivables exposure within 90 days; root-caused to contract-terms gaps and delivery-to-billing governance failures. Enforced milestone obligations and revenue triggers with Delivery to resolve \$54M unwarranted unbilled and \$50M milestone-tied unbilled. Mobilized \$34.7M of European past-due receivables for systematic closure. Designed DSO compression plan against the 60-90 day IT services benchmark from a 100+ day baseline.
- Built governance over \$1.2B+ in third-party spend across the deal lifecycle, request through renewal. Surfaced \$95M in unutilized PO balance for validation. Cut tail-supplier exposure on sub-\$5M deals. Reduced non-labor expense ratio against the 3% peer benchmark from an 8% baseline.
- Role eliminated in October 2025 as part of global restructuring.

Salesforce | Chicago, IL

12/2019 – 02/2025

Five-year tenure across telecom, data center, and public cloud: took commercial ownership where structure, contract control, and portfolio discipline lagged scale.

Senior Manager, Commercial Strategy (Public Cloud Enablement)

09/2022 – 02/2025

- Made novate, consolidate, or terminate calls on M&A-inherited public cloud contracts against AWS, GCP, and Azure master agreements on a multi-billion-dollar global footprint. Brought acquired commitments under Salesforce master agreements with no loss in commercial terms or service continuity.
- Held 95%+ utilization of reserved instances, savings plans, and contracted credits across AWS, GCP, and Azure on a multi-billion-dollar committed spend position. Prevented on-demand overspend through commitment-to-use management.

Senior Manager, Portfolio Strategy (Data Centers)

09/2020 – 09/2022

- Built Salesforce's commercial portfolio for the global data center estate from scratch: single source of contract terms, costs, and planning horizons across 95+ sites and \$100M+ in annual spend. Led a four-person team. Partnered with Engineering, Finance, and Capacity Planning on site selection and lease strategy.
- Set the data and direction FP&A used to deliver 98% forecast accuracy through Salesforce's transition from first-party facilities to public cloud.
- Replaced an underperforming lease management vendor through competitive RFP and built data center-specific requirements with CoStar. Surfaced hidden extension clauses, power and space commitments, and auto-renewal risk that had been invisible to the business.

Senior Manager, Telecom Commercial Management

12/2019 - 09/2020

- Established commercial control across a \$25M telecom portfolio of 1,200+ inventory elements. Captured 10-12% of annual spend and directed \$2.5M+ in cost recovery through global vendor billing audits.
- Diagnosed underperformance of the enterprise TEM platform managing \$25M in telecom spend as user error and configuration gaps, not platform failure. Redesigned reporting with the vendor and delivered 12% YoY savings. Prevented unnecessary platform replacement and technical debt.

UBS | Chicago, IL

01/2009 - 12/2019

Associate Director and Commercial Lead, Network and Data Centre

Progressed from graduate school intern to Associate Director, handpicked by the Global Head of Network Engineering to build commercial capability across a \$250M+ network and data center portfolio, including \$20M in annual maintenance contracts.

- Vetted 100+ capital requests per year, each \$1M+, for spend viability and roadmap fit before funding release. Co-chaired the Deal Review Committee with the Head of Engineering, COO for Networks, and Technology Program Management.
- Established centralized forecasting for 50+ Group Technology third-party contracts managing \$700M+ in outsourcing. Built a confidential financial model for the Group Technology COO that informed global labor arbitrage and workforce targets.
- Preserved commercial continuity across three complete data center and network transitions: outsourced to CSC under a \$650M+ outsourcer contract, moved to AT&T, then insourced. Held contract terms, cost visibility, and service commitments through each.
- Delivered \$15M+ in combined telecom and maintenance savings through renegotiation and audit-led recovery with Sourcing.

EDUCATION

Quinlan School of Business, Loyola University Chicago

Master of Science, Finance | Concentration in Corporate Finance

Carroll College | Helena, MT

Bachelor of Arts, Double Major in Business Administration and Communication Studies | Concentrations in Management and International Business

PROFESSIONAL DEVELOPMENT & CERTIFICATIONS

Introduction to Negotiation, Yale School of Management / Coursera | Salesforce Certified AI Associate | Anthropic Claude 101