

PROFESSIONAL OVERVIEW

# Manoj Kumar Vadavat (He/Him)

I help organisations capture knowledge, build capability and scale expertise through operational thinking, process improvement and the practical use of technology.



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01

## Professional overview

A practical operator interested in how knowledge, capability and technology come together.

I have spent most of my career helping organisations solve operational problems.

The industries have changed over time - higher education, digital advertising operations, AdTech and operational excellence - but the underlying challenges have often been the same.

**Knowledge is difficult to access. Processes are inconsistent. Onboarding takes too long. Too much expertise sits inside the heads of a small number of people.**

Over time, I found myself increasingly drawn towards understanding how organisations work, how knowledge flows between people, and how capability can be built and transferred more effectively.

**Today, I am particularly interested in the intersection of:**

- Operations
- Knowledge management
- Organisational learning
- Process improvement
- AI enablement

### My career story

I did not begin my career in operational excellence, knowledge management or AI. I started in higher education, working with prospective students and supporting organisational goals through communication, stakeholder engagement and service delivery. I then moved into digital advertising operations, where I spent many years managing campaign execution, operational processes and cross-functional delivery.

That experience built a strong foundation in process discipline, operational execution, stakeholder management, service delivery and workflow management.

**A CHANGE IN PERSPECTIVE** Instead of asking, "How do we execute this process?" I started asking, "How could this process work better?"

02

## From execution to operational excellence

Looking beyond individual tasks to understand the systems behind the work.

### What operational excellence taught me

Operational excellence introduced me to a different way of thinking. Instead of focusing on individual tasks, I started looking at entire workflows, process dependencies, knowledge gaps, team capability, documentation and organisational efficiency.

The work involved workflow mapping, process documentation, knowledge management, continuous improvement, offshoring initiatives and close stakeholder collaboration.

**What I enjoyed most was not process mapping itself. It was understanding how organisations function and helping people work more effectively.**

### The pattern I started seeing

Across different industries and teams, I kept encountering the same problem.

**Knowledge existed. Access did not.**

Important expertise was often held by a few individuals, difficult to discover, poorly documented, hard to transfer and time-consuming to learn.

This created recurring challenges around onboarding, training, scalability, operational consistency and organisational resilience. The more I worked in operational excellence, the more I realised that many business challenges ultimately came back to knowledge.

03

## Selected initiatives

Three examples of building capability, improving ways of working and making knowledge more accessible.

### MAJOR INITIATIVE 01

#### Building offshore capability

One of the most significant projects I worked on involved establishing an offshore operational capability. This was not simply a matter of hiring people overseas. It required defining processes, documenting workflows, interviewing candidates, building training programs, transferring knowledge, and providing ongoing mentoring and support.

**LESSON** Scaling operations is often less about technology and more about transferring knowledge effectively.

The model continued successfully beyond the initial implementation and became a reference point for future discussions on outsourcing and capability development. It remains one of the strongest examples of capability building in my career.

### MAJOR INITIATIVE 02

#### Introducing structured ways of working

In another initiative, I implemented Jira boards, project workflows and Confluence documentation practices within a team that previously lacked those structures.

The value was not the software itself. The value came from greater visibility, accountability, collaboration, documentation and shared understanding.

The approach became highly valued by the team and served as a reference point for other groups. It reinforced another lesson: good systems help people work together more effectively.

04

## AI-powered knowledge and learning systems

Exploring a practical application of AI: helping people interact with organisational knowledge.

More recently, I became interested in whether AI could help solve some of the knowledge challenges I had repeatedly observed. I worked on an initiative that transformed departmental knowledge into a structured learning and knowledge ecosystem.

### The source material included:

- Workflow diagrams and process documentation
- Subject matter expert discussions and recorded walkthroughs
- Service level agreements and existing knowledge repositories

### Using this information, I created:

**AI Tutor.** An interactive learning assistant capable of explaining departmental processes and answering questions.

**Knowledge Repository.** A structured knowledge base that improved discoverability and consistency.

**Quiz Master.** An assessment tool designed to reinforce learning and validate understanding.

**What interested me most was not the technology itself. It was the possibility of making organisational expertise easier to access, learn and scale.**

### My view of AI

I do not consider myself an AI engineer. I do not build large language models, and I do not claim deep expertise in AI architecture. My interest in AI comes from a business and operational perspective.

I am interested in how organisations can capture knowledge more effectively, improve onboarding, make expertise more accessible, scale learning, and keep documentation useful over time.

**To me, AI is not the destination. It is one of the tools available to solve those problems.**

05

## How I work

Practical rather than theoretical, grounded in real business problems and continuous learning.

I do not come from a traditional consulting or engineering background. Most of what I know has been learned by solving real business problems.

### My approach follows a simple pattern:

- Understand the problem
- Speak with the people involved
- Map the workflow
- Identify opportunities
- Test solutions
- Learn from feedback
- Iterate

I enjoy working at the intersection of people, process, knowledge and technology.

## What makes me different

The combination of experiences I bring spans higher education, digital advertising operations, operational excellence, knowledge management, capability building, offshoring, process improvement and AI-enabled learning systems.

**While these may appear unrelated at first glance, they all connect through a common theme: helping organisations capture knowledge, build capability and scale expertise more effectively.**

06

## Where I can contribute

Roles where operational thinking, knowledge and capability development meet.

I am currently most interested in opportunities involving:

- Operational excellence
- Knowledge management
- Organisational learning
- AI enablement
- Business process improvement
- Capability development
- Transformation initiatives

**Particularly where organisations are trying to improve:**

- Knowledge sharing and onboarding
- Learning and documentation
- Operational efficiency
- Team capability

**Let's connect and explore how we can work together.**

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