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The Women to Watch: No. 6, MUFG's Ranjana Clark

By Penny Crosman

Chief Transformation Officer, MUFG

Ranjana Clark already had two large jobs – head of transaction banking for the Americas and Bay Area president for Tokyo-based MUFG. But she may be taking on her biggest challenge yet, having been named in March to the newly created role of chief transformation officer.

She is tasked with making the bank “an agile organization powered by a resilient, flexible technology and data stack,” Steve Cummings, chief executive officer for the Americas at MUFG, told her at the time.

In her first two roles, 2017 was a banner year. Revenue for her transaction banking business grew by 19% to \$1.2 billion and net income after taxes rose 30% to \$461 million. As Bay Area President, Clark built and deepened relationships with local leaders and organizations.

The new transformation job, however, is a work in progress.

Clark is driving adoption of technology including robotic process automation, artificial intelligence, cloud computing and blockchain.

“I came from the business side, but have some background in technology,” Clark said. “I want to make sure we drive that strong nexus and tight link between the business and the technology to ensure that everything we’re doing in terms of modernizing our technology – putting in a new data platform, putting in a new core banking system – all of that is improving the client experience and simplifying our business.”

Clark is a pragmatic technology enthusiast. Asked at an MUFG women’s forum this year how colleagues could keep up with fintech’s impact on banking, Clark emphasized the need to stay on top of trends.

“Technology is part of every business,” she said. “Keep learning and stay relevant. It’s not going to come from reading one book or taking one class. You have to learn on a dynamic basis, read blogs, and listen to podcasts. If a colleague says something or you hear



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Ranjana Clark, Chief Transformation Officer at MUFG.

about something that you don't know, go and look it up. It may not be completely relevant to your job today, but if you broaden your lens, you'll be surprised how horizontally you can think.”

Clark herself strives to constantly be learning.

“I receive great energy from listening to a podcast after it's wheels-up on an airplane and then engaging in a conversation on that subject with a colleague or client when it's wheels-down,” she said. “And when I travel to a new city, I make a point to challenge myself to experience something new.”