

Summary

Program Management leader with 19 years of successful leadership in planning, executing and overseeing complex projects. Proven track record of delivering results within budget and timeline. Adept at stakeholder management and fostering collaborative environments for project teams.

Certified Six Sigma Black Belt from Genpact (erstwhile GE). Awarded Best Black Belt companywide in 2013 for outstanding execution of DMAIC project for a Client.

Professional Experience

Associate Director- Strategic Program Management

Flipkart, Bangalore

Dec. 15- Present

- Responsible to drive complex, multi-phased technical initiatives to deliver Product/Tech capabilities. Partnered with business, product/tech owners and operations leaders to understand long term capabilities required and built product backlog based on the asks. Driven technical solution exercise partnering with architect/product leads and executed key projects.
- Developed and implemented project management processes, reducing project timelines. Leading a team of program managers in the successful delivery of below programs-

1) Service as a Listing

- Engaged with 20+ teams across organization (Product, tech, business, CS, Design, Accounting, Analytics etc) to design and deliver this product.
- Developed project plan across product requirement, solution, design & development and testing with defined milestones and Jira tracking. Sprint planning and execution as per scrum framework
- Impact: 1200Cr annualized incremental GMV @15% opt-in, Improvement in NPS by 10+ pp, Improved reliability with reduction in IPU by 10%

2) Gross to Net returns improvement

- Worked with analytics to identify key drivers for returns and formulated solutions in support with product and design teams to reduce returns.
- Focused on key capability building to reduce returns and managed end to end implementation of key tracks like Return fee , Size fit solve, Open box delivery, Image check, ASC coverage for Mobiles, Electronics
- Impact: Cost of returns reduced by 289cr and 57bps reduction in return %

3) Supply chain Synergy of Myntra and Ekart

- Delivered multiple initiatives from ideation, solutioning to deployment viz., a) building end-to-end stack to host Myntra on ekart logistics b) cost reduction by offloading to ekart vs 3P partner c) Colocation of middle mile and last mile assets d) RFID solution for tracking shipments to reduce losses in return leg.
- Created detailed risk assessment and formulated a change management plan for smooth transition. Used Smartsheet tool to plan and track the progress and resolve critical paths.
- Impact: 850 Cr cost saving over 3 years, 5-6% increase in Day 2 speed for Myntra

4) Value Added Services

- End to end program management across different stakeholder teams (Product, engineering, Design, Supply chain, Finance, customer service) to deploy as planned
- Value added services include Extended warranty (EW) & damage protection plan on products
- Impact: Large category EW adoption @15% against target of 17%, Reduction in IPU by 10%

Manager- Six Sigma Black Belt

Genpact, Bangalore

Aug 2011 - Nov. 2015

- Worked as a Six Sigma Black Belt & lead Quality function for global accounts to achieve the revenue & operational excellence targets with the Service Delivery leader.
- Involved in developing an E2E Solution Suite for Supply Chain management encompassing the process, analytics & technology
- Training & mentoring of GB project for a team of 70+ to improve Lean six sigma DNA

- Delivered Consulting projects to various global clients impacting their business values.
 - Improved Machine availability by 6.7% for a global solar wafer manufacturer in Malaysia, resulting in an annual business impact of \$ 10.8MM using six sigma & TPM concepts.
 - Reduced sample testing turn-around time for a global CPG major in NY, USA by 17% resulting in an inventory release of \$ 5.2MM tied in quarantine leveraging Lean-VSM concept
 - Reduced working capital by \$ 350K by optimizing the WIP inventory between machines based on the downtime & operation time factors .
 - Reduction of slow moving / obsolete inventory for a Energy major with an impact of \$ 1MM.
 - Developed enterprise level dashboard for a Banking/Insurance major in Australia on Source-to-pay metrics to provide visibility & improved managed spend from 25% to 63% for indirect materials

Senior Engineer

Toyota Kirloskar Motor, Bangalore

Oct 2005 - Jul 2011

- Supplier process development for new projects & establishment of Quality standards
- Leader for QTF (Quality Task force) activity to develop Audit system for critical suppliers of Toyota's small car project in India
- In -Plant Quality Assurance system development & establishment.
- Cycle time reduction of rear axle line using Lean concepts(line balancing, SWC)
- Cost reduction of press parts achieved by re-using scrap at suppliers leveraging the E2E Value Stream Mapping.
- Establishing quality standards & implementing stringent quality control systems to enhance process quality & ensure Zero defects / Zero Field concerns

Contract Engineer

Toyota Kirloskar Auto Parts, Bangalore

Oct 2004 – Sep 2005

- Process planning using Standard Work Combination & Standard Work Operation
- Production planning using Just in Time concept and Kanban system with 5S embedded in the production lines
- Avoiding outflow of defective parts by establishing Poka-yoke systems

Education

Bachelor of Engineering (Mechanical- 73.21%), National Institute of Engineering, Mysore, Visveswaraiah Technological University (VTU), 2000-2004

Certifications

- Six Sigma Black Belt
- Certified ISO 9001:2015 Lead Auditor

Skills

- Project and Program Management
- Stakeholder Engagement
- Budgeting and Financial Management
- Risk Assessment and Mitigation
- Team Leadership
- Strategic Planning
- Lean Six Sigma
- Process Excellence
- Supply chain management