

SUDHEENDRA S. N. (WING CDR, RETD)

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SUMMARY

OPERATIONS MANAGEMENT LEADERSHIP | COMPLEX ELECTRONICS SYSTEMS | TECHNOLOGY CONSULTING

Supply Chain Management | Procurement | Logistics | Operations & Maintenance | Team Development

Demonstrated leadership experience of 21 years in the high-tech, dynamic and challenging environment of the Indian Air Force
Adept at leveraging business acumen, analytical skills, critical thinking and technical expertise to optimise operations efficiency
Skilled at utilising micro and macro perspectives to create SOPs, resolve problems, simplify processes and improve performance
Proven success in developing multi-cultural and cross-functional teams of more than 500 managerial and technical professionals
Influential communicator, known for building strong relationships in the private, military and government sectors

KEY SKILLS

Stakeholder Management | Project Management | Vendor Management | Process and SOP Development | MS Excel | Conflict Management | RFP, Bid and Pricing Negotiation | O&M | Quality Control | Safety Audits | Budget and Cost Planning
Systems: Missiles and Launchers | Radar | Airfield Ground Lighting (AGL) | Communication and Navigation System (CNS)

LEADERSHIP HIGHLIGHTS

- **Cost Optimisation:** Generated 60% cost saving along with maximising safety, reliability and availability of critical defence electronics equipment by indigenising systems and parts previously procured from foreign vendors; achieved nation-building advantages in terms of technology and operations by driving the project valued at 1,200+ crore INR
- **Change Management:** Defined new policies and influenced consensus on acceptance, training and use of new equipment by demonstrating benefits, taking the process from testing to audits to commissioning on 10 key IAF airfields; also, directed installation of Mobile Air Traffic Control sets across 11 IAF airfields, in line with international aviation norms
- **Vendor Management & Negotiation:** Convinced the vendor to build the indigenisation partnership and change the contract with new SLAs, technical specifications and pricing negotiations; overcame constraints caused by COVID-19 by developing protocols for communication with the vendor and transport of spare parts in different states
- **Conflict Management:** Resolved long pending performance dispute in Optical equipment with vendor; collaborated with domain experts from AAI, IMD and R&D agency NAL to arrive at operationally viable solution
- **Logistics and Coordination:** Organised complex schedules, storage infrastructure and maintenance inventory to move key technological assets including legacy missiles and radars (worth 300 crore INR) across 2,500 km; coordinated closely with the Indian Army, railway authorities, local police and district officials to achieve success in dynamic environments
- **Crisis Management:** Mobilised multiple vehicles and a recovery team of 120 people within minutes of receiving news of an airplane crash 250 km away from the base, involving swift decision-making, planning and coordination for the journey and on-site investigation; led analysis and change to strengthen policies and SOPs for crisis response in the IAF
- **Operations Analysis:** Minimised waste, reduced costs, and improved team effectiveness by focusing on root cause analysis and problem-solving while managing supply chain operations for defence systems and infrastructure across multiple locations; closed gaps in inventory of 3,000+ spare parts through process changes after a categorisation project

EDUCATION

Certificate Course in Business Management for Defence Officers | IIM, Indore, 2022

Master's Degree in Technology – Laser and Electro-Optics | Defence Institute of Advanced Technology, Pune, 2011 – 2013

Bachelor of Engineering – Instrumentation Technology | Malnad College of Engineering, Hassan, 1996 – 2000

Professional Development: PMP (Training) | Lean Six Sigma Green Belt | Lean Management | ITIL® 4 Foundation | MS Project 2013 | Business Analytics with Excel, Simplilearn | Operations and Maintenance of Missile Guidance System | Operations and Maintenance of VHF/UHF Radar | Operations and Maintenance of Airfield Communication Navigation and Electrical Systems | Adept in **Defence Procurement Procedures**

PROFESSIONAL EXPERIENCE

INDIAN AIR FORCE, India

2001 – 2022

Joint Director (Air HQ) / Wing Commander, Delhi

Mar 2018 – Mar 2022

Propel the Air Field infrastructure modernisation agenda, covering indigenisation, procurement, testing, and implementation of AGL and CNS assets across all air force bases, to ensure 24/7 availability. Oversee vendor and contract management along with leading policy and SOP development initiatives with a 10-member team.

- **Negotiated and finalised** maintenance services contracts, including one for 18 airfields (25 crore INR) and one for 30 airfields (50 crore INR)
- **Vendor management** for administration of warranty and maintenance services contract covering 30 airbases spread across nation
- **Planning and Procurement** of spare parts worth 14 crore INR & 150 crore INR in two separate cases; prepared RFP, conducted technical and commercial evaluation of bids and finalised suitable vendor for supply
- **Procurement** of test benches for electronics and electro-optical systems worth 8 crore INR; design finalisation in collaboration with vendor; conducted commissioning, testing and acceptance
- **Resolved a critical** problem in communication system by identifying the issue and working with the technology integrator to make changes to the design; helped increase the lifetime of the part from just 50% to more than 98%
- **Conducted Evaluation trial** for newly inducted electronics system; engaged both internal and external stakeholders from MoD, Vendor reps to organise the event at a field site; compelled vendor to supply additional spares worth 1.4 crore INR based on the insights drawn from trial report

General Manager – Technical Operations | Wing Commander, Bikaner

Jul 2015 – Mar 2018

Boosted performance and productivity of 200 technicians and assets such as missiles, launchers, radar systems and 100+ vehicles by driving readiness training programs / simulations, and improving processes for O&M management

- **Achieved the operational** goal of **live weapons testing** through planning and execution of **large-scale multi-modal movement** of missiles, electronics systems and equipment, computers, portable power generators, launchers and heavy-duty trucks
- **Delivered 40% savings** in the program budget by using innovative methods to pack, secure and transport missile assets on trains, which also cut down time taken in loading and unloading from 3 days to 9 hours
- **Organised air transport** and executed secure movement of 16 vehicles and trailers from western India to eastern India
- **Engaged** with Ordnance Factory, Itarsi to retrofit indigenously developed booster rockets in missiles; conducted test launch successfully

Operations Head / Project Manager / Aviation Safety Manager | Wing Commander, Agra

Jun 2013 – Jul 2015

Ramped up operations readiness by strategizing and executing roadmaps for capacity building and infrastructure development projects across the airfield. Handled additional portfolios including cyber security management and aviation safety.

- **Maintained operations continuity** and mitigated risk under challenging and routine conditions by identifying gaps and introducing **innovative maintenance methods** to extend the life of legacy systems
 - **Increased** operations agility by designing and integrating a remote-control system for power generation (125 KVA)
 - **Improved** efficiency of and time taken in charging devices by upgrading the facility from **Analog to Digital**
- **Revitalised aviation safety** on the base, covering 50+ aircraft, by creating a comprehensive safety program and leading tendering, bid management and price negotiations to procure airfield safety equipment worth 2 crore INR from local sources
- **Strengthened aviation safety** by inviting DC, SP, Railway, Forest and civic bodies in the district for collaboration and jointmanship in handling the hazards

Senior Operations Manager / Operations Manager | Squadron Leader / Flight Lieutenant / Flying Officer

Jan 2001 – Jun 2011

- **Secured 100% operational** availability of sophisticated electronics, radar, communication and electro-optical systems through meticulous planning and execution of maintenance schedules; reduced losses, enabled cost saving and extended life of assets by driving innovative initiatives
- **Resolved deformities** observed in booster igniters of missiles in collaboration with **HEMRL** (concern of DRDO); effected incorporation of changes throughout Air Force
- **Improved customer experience** in addition to optimising operations and financial efficiency across commercial units (Canteen Stores Department) in multiple locations (700+ customers) by **introducing Smart Cards** for transactions