

### Profile Summary

- Over 20 years of experience and expertise in **Manufacturing, Planning, Supply chain, Costing, People management and Business development.**
- Served in **Toshiba JSW, L&T, BHEL, Thermax and Rane TRW.**
- Attended **Management program in Mitsubishi Heavy Industry (MHI), Japan** in 2010.
- Received **Young innovator award & Republic Day award** at BHEL for improving the manufacturing process.
- Alumnus of **IIM, Bangalore** and **PSG college of technology, Coimbatore.**
- Qualified in GATE'93 – Received Government of India - **Scholarship** during Masters in Engineering.

### Experience`

**Toshiba – JSW Power Systems General Manager – Operations Management, April 2012 – Mar 2019 & GM – Strategy & Business Development April 2019 – Mar 2021**

*Plant Manufactures & services Turbine and Generator for 250 MW/ 660 MW/ 800 MW power plants.*

*Head – Operations & Delivery Manager for Chennai. Managed operations of 4,50,000 Man-hours/ annum with 500 people.*

***Directed the Company's manufacturing business arm as an Anchor person, below the board.***

*Developed Market strategy. Brought 15 prospective customers to marketing funnel. Leveraged existing resources and capabilities.*

***Roles handled:** Manufacturing, Planning, costing, SCM & logistics, and Strategy*

#### **Manufacturing, Planning, Customer Management**

- **Successfully managed delivery of Turbine & Generator components of four Power projects** as per EPC needs. **Connected Engineering inputs, SCM, Manufacturing and logistics, by continuous interaction** with all stakeholders. **Made procurement plan based on manufacturing need, vendor risk matrix and transportation window constraints.**
- **Delivered annually INR 500 Crore** value of products for over five years.
- **Answerable to board of directors for On Time Delivery, Manhours generation, and WIP.**
- **Managed key KPI's above 90 % in On Time Delivery, man-hour generation, vendor development and outsourcing** for over seven years.
- **Implemented lean principles,**
  - **Improved the output from 1.5 units to 2.5 units** per annum by productivity improvement/de-bottle necking and **DMAIC** initiatives.
  - **Reduced working capital by 7 %**, by just before time purchase of items, based on past risks & vendor performances.
  - **Improved working efficiency to 60 %** from 48 % by data driven approach, by eliminating non-value-added process/losses.
  - **Improved Takt time of the Nozzle and Casing shop by 20%.**
- Created planning systems in Toshiba **with Monthly, Quarterly, Annual and mid-term** planning cycles.
- **Prepared multi skill training** plan and trained, 200 people in two/three competencies and improved man power loading from 60 to 80 %. Improved top line by Rs 40 Crores.
- **Oracle E-Business suite** – Analyzed and controlled WIP, Inventory ageing, COGS, man our utilization/loss.
- **On Time Delivered** more than 90 % percentage products in 10 out of 12 in half years. Made recovery plans/deliveries against many odds/uncertain times including 2015'Chennai floods.
- **Disaster Recovery Expert** – designed & executed recovery post 2015 Chennai floods. Recovered 70 % and 95% operations in 3 and 6 months respectively.
- Created focused **ISO 9001** organization objectives linking production, engineering and planning objectives and matrixes. Played important role in implementation OHS standard **ISO 45001** and environmental standard **ISO 14001.**
- Added significant value during **RCA** of quality deviations and safety incidents/accidents in Generator and Turbine.
- Prepared and reported monthly, quarterly and annual Plan and Plan Vs actual with catchup plan.
- Reviewed plan Vs actual and resolved competing demands. Advised management on resource allocation. Integrated and channelized the company resources including the Parent organization inputs.

- **New products Development** – manufactured earth moving equipment, and non-OEM turbine rotors.

**Supply Chain Management - Procurement-Outsourcing, Export management & Logistics**

- **Identified and developed** 15 vendors in two years. Transferred the technology, negotiated, made contract, and controlled delivery. Managed Rs 100 Crores of procurement/contracts per year. Estimated cost by “should cost” for bench marking.
- Quantified, drafted, made and executed **rate contracts** for shop manufacturing services.
- Developed four suppliers for vendors in large machining and reduced lead time of Turbine components by 3 months by unclogging critical path & reducing waiting time for assembly.
- Refined and Systemized **new vendor development** for critical machined products like moving blades, inner casings etc.
- Handled **export/ import /re-export** of engineering goods. Saved ~5M INR taxes & duties by obtaining permits in 5 days. Annual exports handled 700 MINR.
- Completed **innovation project** and reduced time the shipping of finished goods to three days from 10 days by closely interlinking production plan, packing, customer approval and logistics.

**Costing**

- Estimated cost of main equipment - power plant for bid. Achieved 3 % cost reduction, by optimizing material cutting/usage plan and man-hour reduction on work studies. Saved 30 MN INR per Project.
- **Evaluated risk** in service orders from the cost and execution angle. Transferred such risks to customers or vendors and mitigated them pre and post order continuously. Saved about 20 MN INR.

**Strategy & Business Development**

- Researched, analyzed, identified, and developed new markets based on saleable market potential, aligned with organization resources and capabilities. **Created a new growth platform/product** in space and aerospace sector by using existing resources, and borrowing some capabilities from partners.
- **Handled four key customer accounts and improved customer engagement. Improved accounts by 20%.**
- Received orders worth 100 MINR thro’ business development in the space sector.
- Developed close relationships with fifteen customers, were in different stages of the marketing funnel. Developed market with 300 MINR business potential based on existing resources and capabilities.
- Analyzed the market feasibility of expansion into the supply of Core parts for Generator OEM’s. Recommended further cost reductions to achieve 5% gross margins based on market analysis.
- Experienced in **costing, P & L preparation, Pricing, negotiations, and contract finalization.**

**L&T – MHPS Boilers private Limited**

**DGM – Business establishment & Planning**

**Aug 2007 – Mar 2012**

*Establish Factory and transfer technology. Establish planning and project management business processes. Delivery of boiler components as per erection site schedule, dynamically allocate priority of manufacturing.*

**Planning & costing (Jan 2010-Mar 2012)**

- Achieved 4200 T of manufacturing through coordinated effort in very first year. In second year, **capacity utilization increased to 72 %** by coordinated training and planning.
- **Prepared, tested and implemented Manufacturing to Deliver (MTD) module in SAP.** Identified & developed customized developments according to business requirements in SAP. Assisted in making the **dashboard in SAP** for factory head.
- In **SAP**, Defined and made WBS structure, Delivery units (DU), Procurement BOM, Manufacturing BOM. Links between all of them for Boiler components.
- Worked with **Accenture Consulting team for process mapping and capacity balancing assignment.** Raised the capacity to 4GW from 3 GW.
- Reduced the **Inventory plus WIP to 100 days** in two years of operation. **Conducted time studies improved /established capacity of critical machines.**
- Collaborated with finance on **conversion cost working.** Changed product mix of make & buy ratio from 80:20 to 70:30.
- Prepared operational L2, L3 plan and procurement plan based on L1 plan and Business plan. Controlled inventory and spares for seven projects.

**Plant Engineering, CAPEX Procurement, Training & Technical transfer management (Aug 2007-Dec 09)**

- Worked capacity charts, CAPEX requirements, man power requirements, Shop floor plans and outsourcing plans for 3 GW, 4 GW, and 5 GW business plans. Created scenario plans for sliding business loads.
- Prepared & implemented CAPEX plan from 3 to 4 GW/annum in discussion with Mitsubishi Heavy Industries, Japan. Obtained board approval for additional **CAPEX of 35 M INR**.
- Prepared technical specifications of machines & facilities. Negotiated with suppliers for 20 critical machines/ facilities in one year. **Saved 150 M INR** vendor selection, negotiation, and indigenization.
- Prepared & implemented manpower recruitment, **training**, confirmation plan in line with **business plan to adequately respond** to the fluctuating business scenarios. Assisted in recruitment of more than 300 people.
- Transferred technical knowhow from MHI by organizing receipt of drawings, technical documents, training, and mock components manufacturing. Visited MHI, Japan for hands on training, prepared tooling & trained 35 engineers.

**Dy. Manger – Production at Thermax (Dec 2006 – Aug 2007), Sr. Engineer – Production Engineer at BHEL (Jan 1998 — Nov 2006) and Process Engineer at RANE TRW POWER steering (1997-1996)**

**Manufacturing**

- **BHEL**, Lead 300+ team in shop floor. Responsible for maintaining safe working environment and its indices.
- Responsible for value addition of 400 MINR per annum and maintaining safe working environment & its indices.
- Delivered 18000 T/annum of products in boiler shop. Erected and commissioned ten machines and systems.
- Improved RH & SH coil shop **throughput from 250 T to 325 T** per month by de-bottle necking, productivity improvements and elimination of Muda activities.
- Received management appreciation on **process development for Aircraft** carrier boiler retrofit.
- Improved the quality of Orbital TIG butt welding process from **3.0  $\sigma$  to 3.8  $\sigma$** .
- **Reduced customer complaints** on punctures & damages by improved material handling and welding practices.
- Improved RH coil shop **throughput from 250 T to 325 T** per month by de-bottle necking, productivity improvements and elimination of Muda activities. Achieved 15% improvement in **OEE on critical machine**.
- Experienced in **SMAW, TIG, orbital TIG** welding. Inspected and commissioned a mechanized MIG cum TIG welding systems. Exposure to Real time Radiography (RTR) and RT.
- Part of the team - **product development** Super heater coil made of 347H, and avoided Solution annealing as per ASME Sec I. Applied **Design for manufacturability** concepts, reduced product to Market time, by 60 days.
- **Thermax**, monitored on time & quality execution of civil works and machine erection & commissioning. Set up training center and trained 50 IBR welders.
- **Rane TRW**, Developed and established process plan for Cielo and Ford car power steering components.

**Education**

Master of Business Administration	IIM, Bangalore	2019
Master of Engineering	PSG college of Technology, Coimbatore	1995
Bachelor of Engineering	Thiagarajar College of Engineering, Madurai	1993

**Extra-curricular Achievements**

Link development in political space with Business and economy. Anticipate and bring changes in business strategy and management thinking based such events & development.