

Ravindra Ramavath

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Summary

18 years of cross-cultural experience working international and Indian MNCs and start-up companies across a broad range of sectors and categories in consumer goods, services, education and technology industries.

Experience in discovering and leveraging deep consumer insights, examining market opportunity to build cherished brands and growing profitable business around them. Proven at defining vision, strategy, innovation with demonstrated success in delivering breakthrough, cost effective marketing campaigns. Accomplished in creating innovative route to market, influencer marketing and digital marketing campaigns encompassing search, social and e-commerce.

Results oriented leader who sets high performance benchmarks, fosters new ideas and motivates teams to learn and grow while achieving results. Known for ability to influence decision-making in matrix structures with multiple stakeholders. Analytical and resourceful, utilizes information to make fact-based decisions to solve business problems. Professional with a direct and open communication style, high entrepreneurial intuition, ethics and unyielding integrity.

Work Experience

Emami Limited

SENIOR GENERAL MANAGER

Mumbai

Sep 2018 - Present · 2 yrs 8 mos

Managing the P&L of the mens grooming and legacy portfolio reporting directly to the Director. Responsible for designing, aligning and executing where-to-play and how-to-win growth strategy by identifying market and consumer need gaps. Manage a team of 8 direct reports.

- Initiated extensive qualitative and quantitative researches to landscape competition and consumer needs in mens grooming market. Defined and developed the target space, brand repositioning and architecture basis the landscaping exercise.
- Detailed out and aligned the leadership on the innovation strategy including product portfolio expansion and operating model.
- Directed the cross functional team to design and develop the go to market strategy for 17 products under 4 ranges aligned as per portfolio expansion strategy. 3 of these NPDs are ready within 12 months.
- Launched dual fragrance packs, a first to category innovation. Sales grew 51% and market share improved 30bps in a cluttered deo category.
- Reversed the declines on the men's grooming portfolio and achieved a sequential growth of 54% in H2 FY'21 in the tough COVID-19 environment.

Escape Velocity

ASSOCIATE DIRECTOR

Mumbai

Feb 2014 - Aug 2018 · 4 yrs 7 mos

Responsible for leading client engagements from requirement gathering, developing and executing project to final delivery and sign off. Advised on market strategy and marketing across to clients in CPG, Consumer Durable, Education, Transportation services, B2B products and B2B services. Managed a team of 2 direct reports and 2 indirect reports including regular coaching and professional development.

- Delivered various projects related to market and growth strategy (category, competition mapping, consumer understanding, segment prioritisation, go to market plans); brand strategy (positioning, extensions, portfolio strategy, communication); capability building workshops (brand architecture; positioning and communication development).
- Presented to more than 50 different top client executives on strategy approaches to solve business problems.
- Conducted 8 marketing capability building and training workshops with teams of CPG and consumer durable clients.
- Grew the firm revenue significantly, directly acquiring 4 new clients contributing 30% of turnover for 2 years.

Colgate - Palmolive India Ltd.

MARKETING MANAGER

Mumbai

Apr 2013 - Jan 2014 · 10 mos

Responsible for the P&L of a diverse portfolio of products in personal care (Palmolive, Halo, Charmis), Home care (Axion), Mouthwash (Plax), OTC (Pain Out) and Toothpaste (Sensitive) segments. Manage a team of 2 direct reports.

- Developed and rolled-out the go-to-market plans for 3 different product lines - Palmolive Ayuritel Shower Gels, Colgate Plax Visible White Mouthwash and Colgate Pain Out.
- Developed 2 new integrated communication campaigns on Colgate Pain Out and Colgate Sensitive Toothpaste.
- Turned around the decline in volumes, developed and executed a sustainable business model for Colgate Plax Mouthwash.

Johnson & Johnson Ltd.

GROUP PRODUCT MANAGER

Mumbai

May 2010 - Nov 2012 · 2 yrs 7 mos

Responsible for developing strategy and innovation pipeline along with execution of all on-ground, consumer and professional communication activities for growth of the LISTERINE brand in India. Dual responsibility of brand strategy, communication and category development in Sri Lanka & Bangladesh for all J&J Consumer Products.

- Transformed the brand play from within OTC to consumer segment and localised product manufacturing backed by strong business case.
- Launched 2 new variants - Freshburst and Cavity Fighter - and 3 new 360° communication campaigns to occupy relevant benefit spaces.
- Conceptualised, developed and rolled-out the professional marketing program to directly reach practicing dentists (pre-procedural rinse) and students in dental colleges (lecture series) across the country.
- The trial generation campaign (21 day challenge) was recognised as a best practice and rolled out globally.
- LISTERINE sales grew at a CAGR of 83% CAGR. Value market share increased from 14% to 30%; Listerine became the #1 brand of mouthwash within 14 months.
- Evaluated and on boarded the first social media agency which became the agency on record for J&J.
- Helped setup and roll out the e-commerce portal for Neutrogena brand. India was the 2nd country to do so globally.

GROUP KEY ACCOUNT MANAGER (DUAL RESPONSIBILITY)

Apr 2009 - May 2010 · 1 yr 2 mos

Responsible for account management, achieving sales and profit targets and driving in-store excellence for Walmart. Dual responsibility along with Category Solutions.

- Executed 2 first to market initiatives in India – a modern trade exclusive product pre-launch (a mid-tier feminine hygiene product) and joint social sustainability initiative (Johnson's baby clean water initiative).
- Exceeded the Joint Business plan during rapid expansion phase – stores grew from 25 to 86; overall sales grew +300%; comparable store sales grew +700%.

CATEGORY SOLUTIONS MANAGER

Apr 2008 - May 2010 · 2 yrs 2 mos

Part of the modern trade team responsible for category management of baby, wound and OTC categories. In charge of developing the roles and responsibilities and capability building of the category solutions team to help J&J achieve in-store excellence via shopper centric strategies. Advised 17 key modern trade accounts on category management strategies.

- Category captain for baby category in Walmart and partner them on all category related decisions. Conceptualized and implemented the entire baby category strategy for Walmart along with the category merchandiser/buyer viz., space allocation, in-store placement, planogramming, merchandising, promotions and activation plans.
- Maintained 95% share of Johnson's baby and established J&J as the category partner of choice across accounts for baby category.
- Established online MIS tools and metrics for tracking promotional spends, ROI analysis and new product launch performance.

PRODUCT MANAGER

Aug 2005 - Apr 2008 · 2 yrs 9 mos

Responsible for overall brand management and national product strategy for 4 products - Johnson's baby powder, Gift sets, Nappy pads and Johnson's buds - along with all digital marketing initiatives for Johnson's baby.

- Developed new communication on adult leverage, emerging consumer and low cost outlay strategy for Johnson's baby through baby powder.
- Launched 2 new variants - Prickly heat, Milk Extracts - under Johnson's baby powder post identification of gaps in market and developing winning communication proposition.
- Conceptualised and revamped the gift sets strategy and re-launched it with a new range.
- Exceeded business plan for all 3 years. Portfolio CAGR increased from 11% to 17%. Value market share for Johnson's baby powder increased from 13% to 18% during this period.
- Evaluated, onboarded and managed the first digital media agency for J&J.
- Led Johnson's Baby new media/online marketing initiatives and launch of BabyCentre India. BabyCentre India became India's leading parenting site within 4 months of launch. The launch was recognised as best class in Asia Pacific in internal James E Burke marketing excellence awards.
- Designed and rolled out a Sales Force Automaton cum Customer Relationship Management program for the Professional Marketing team.

MANAGER - STRATEGIC SOLUTIONS GROUP

Apr 2004 - Aug 2005 · 1 yr 5 mos

Responsible for driving the national sales operation excellence program encompassing end-to-end sales and supply chain process, technology up gradation and sales metrics to better prepare the organisation for accelerated future growth.

- Worked closely with the field sales team to map the entire distributor order to cash process requirement and with the sales and marketing leadership to devise brand scorecards to track performance.
- Led a team of external and internal IT partners to design, develop and deploy the distributor management software to meet these requirements and integrate it with company ERP for automated order and inventory management.
- Managed and led a diverse team of 15 in-field and 4 on-call executives to deliver pre and post implementation training, complaint management and support services. Received the J&J IM excellence award for pre and post implementation support.
- Accelerated the adoption of these solutions by imparting training to All India sales team in addition to 700+ distributors capturing 80% of sales.

MANAGEMENT TRAINEE

May 2003 - May 2004

- Sales: Responsible for delivering the business for Saurashtra, Gujarat managing a team of 16 distributors. Wiped the deficit and achieved the 17% growth targets for the year within 7 months.
- Marketing: Responsible for redesign and roll out of Johnson's baby powder emerging market strategy. Developed, piloted and rolled out a new marketing mix. The SKU contributed 15% to sales within 12 months of relaunch.
- Operations - Planning: Responsible for mapping capacity, tracking utilisation and planning for new capacity addition. Devised automated tools for calculating and improving capacity utilization of plant machinery.

Education

Indian Institute of Management Calcutta

Kolkata

POST GRADUATE DIPLOMA IN MANAGEMENT (SPECIALISATION IN MARKETING, SYSTEMS AND STRATEGY)

Jun 2001 - May 2003

- Received a pre-placement offer from J&J for evaluation of the performance of a BAND-AID line extension across 2 states.

Indian Institute of Technology Madras

Chennai

BACHELOR OF ENGINEERING (MECHANICAL ENGINEERING)

Jun 1997 - May 2001

- Got the Directors letter of recognition towards the contribution to revamping the institute website.

Interests

- I have a passionate interest in technology and have been a supporter of the GNU and OSS movements from college days.
- Interest in photography and pursue trekking, rock climbing and other adventure activities.