

RAMASUBRAMANIAN. S



(+91)7094431613



ramz24@hotmail.com



[in/in/ramasubramanian-sundaram-189b708](https://www.linkedin.com/in/ramasubramanian-sundaram-189b708)



Summary

Entrepreneurial Leader-Coach with 20+ years of global & impactful experience with leading organizations.

Part of Top leadership team for steering Business / transforming operations, delivering OPERational EXcellence & maximizing Revenue / Profitability.

Proven track record in leading high performance team, driving Strategy with innovation & continuous improvement & growing with Demanding customers & shareholders.



Objective

To drive and be part of an excellent team, contribute my value added services and to continuously progress with the Company.



Demonstrated Expertise

Profit-center / SBU / Global operations
Customer Satisfaction / Relationship Management
Product Development, Flexible Manufacturing
Contract Negotiations / Sourcing / Subcontracting
Global Operation Strategy / Vision
Operation Excellence /6S / Kaizen
Digitalization /Automation / IE / Projects
Benchmarking / Global Standardization / Best Practice
Quality Excellence / Strategy / Quality Cost
Sustainability / Compliance / Audits / Routines
HR Excellence /Engagement / Team Building

P&L / Cost / Budget / Forecast
Multiple complex Product Categories
Value addition (Print, Embroidery, Wash)
Planning / T&A /Merchandising
Corporate Values / Change Management
BPR / TPM /TQM / JIT / Kanban
Preproduction Excellence / COT / SMED
Efficiency / reject / waste improvement
SOP / Manuals / Risk Analysis
Performance Management & KPI Metrics
Skill development / Recruitment / Successions



Career History

Shahi Exports Private Limited – INDIA (Feb 2023 onwards)

(India's largest garment exporter catering leading global brands)

VICE PRESIDENT - OPERATIONS

- ✓ Accountable for profitability & operations of a cluster delivering (18Mpcs /year) for leading customers.
- ✓ Driving **strategies** to improve business & operational KPIs with right Team/Metrics/Process & Routines.
- ✓ **Manage / Monitor Critical Path** & achieved 99+% OTIF targets.
- ✓ Improved results in Material Consumption, Reject Management & Efficiencies.
- ✓ Implementing right HR strategies to improve absenteeism / upgrading skills.
- ✓ Drive & Implement governance systems to drive SOPs , operational and financial compliance.

Tropic Knits Group (Ciel Group) – MAURITIUS, MADAGASCAR & INDIA (Feb 2008 – June 2022)

(Renowned Global garment exporter for leading customers)

GROUP OPERATIONS DIRECTOR

- ✓ Managed **Operations** in Mauritius/Madagascar/India- 100M\$ business delivering hi-value & Fast-Fashion products (16M/year & 4T fabric/year- Mauritius) with **In-House & Subcon** facilities (2000 m/cs).
- ✓ Owned & driven **profitability** (>9%). Consistently rated good in **Customer Satisfaction** KPIs (Critical to Customer values > 8/10) in operations.
- ✓ Interface with **customers & suppliers** to manage KPIs, promote growth & excellence.
- ✓ Design/Steer **Global Operation Strategy** in-line with company's Vision-goals, business model & Market.
- ✓ Created SOP/Manuals/Audits to drive & benefit on **Op-Ex/Lean-CI/Quality/HR Excellence**.
- ✓ Drive **Annual Operations Budget Process** & monitor thro' regular routines / reviews.
- ✓ Key member for driving **sustainability** process (> 80%, SAC) & Projects to achieve objectives.

- ✓ Constantly **benchmark** process & KPIs across global competitors & implement best results.
- ✓ **Setup/Restructure** - facilities (incl. embellishment) across group.
- ✓ Deliver (KPIs>90%) from Product development to Export-including services (Purchase, IT, HR/ Admin/ Training, Peripherals, Warehouse) with appropriate Team/Metrics/Tools, Dash Boards & Routines.
- ✓ **Manage / Monitor Critical Path** & achieved 98+% OTIF targets.
- ✓ Improved **product development** KPIs (Order enquiry to Preproduction) >90%.
- ✓ Reduced **operating cost by 40%** through productivity, utilization & cost management.
- ✓ **Quality Cost** improvement with SOPs, Audits / Training, RFT / QCC & KPI driven culture.
- ✓ Established **Product Costing**, analyze variance till accounts & drove actions to add profits (+ >5%).
- ✓ Improved **Material Consumption** by >7% with controls on process/ wastage/ rejects, raw material parameter optimization with suppliers & by product-pattern engineering.
- ✓ Reduced 40% in **Subcontracting costs** through engineering & establishing low cost factories.
- ✓ Achieved 25% cost,90% Efficiency & 99% Service benefits in INH/Subcon **Print/Embroidery & Washing**.
- ✓ Structured Maintenance Programs to reduce **MTTR / MTBF** (improve **OEE**).
- ✓ Drove **HR process** across promoting excellence/performance/multi-skilling/motivated pay systems.
- ✓ Build Right-sized Futuristic **Organization Structure** with clear Objectives by coaching-training & driving local / International **recruitments**.
- ✓ Won inter-group **awards** for driving excellence across factories & service departments.

MAS Active, Bangalore – INDIA (March 2007 – Jan 2008)

(World's Leading manufacturer of Lingerie & Active wear products)

HEAD – OPERATIONS

- ✓ Accountable for Adidas Operations delivering 2.4M garments(20M USD)/Year- inline with adidas **Quality/Compliance standards/SOPs** – achievement of 97% business KPIs (delivery, cost, quality)
- ✓ Drove **AQL standards** (1.5 &1) & Lean(VSM) principles - achieved **RFT >98%**, 85% in 6S/Kanban.

Arvind Brands Limited, Bangalore – INDIA (Jan 2004 – Feb 2007)

(Manufacturer of Denim/Non-denims for renowned retail & export brands)

SENIOR PLANT MANAGER

- ✓ Drove a **profit centric** operation (2.7Mpcs/Year- INH fashion production & outsourcing) with 97% OTIF.
- ✓ 20% reduction in product turnaround time & inventory thro' cross functional team, right routines, follow-up till supply chain & with **Modular Manufacturing** /Kaizen / process engineering.
- ✓ Improved **bottom-line** by **Product Engineering**, material **savings**, increasing factory **efficiency** to 65%, **reducing** operating costs by 25%, rejection levels to 2% & thereby **compete** with low MRP brands.
- ✓ Set up **Self-Help group subcon** facilities (40% less cost) & **expansion** projects to improve service, speed & flexibility.
- ✓ Established **centralized product costing** (with tech-packs) for all brands with links to MRPs.
- ✓ Lead people practices including Skills & Quality **Training Center** (profit center), **job evaluation / grading, competency mapping , balanced score card** to build result oriented efficient team.
- ✓ Key project member for **SAP AFS R/3 PP MODULE** implementation

Gokaldas Images Limited, Bangalore – INDIA (Sept 2001 – Jan 2004)

(Multi product woven / knits exporter catering to leading brands)

ASSISTANT PLANT & QUALITY MANAGER – LADIES SUITS DIVISION

- ✓ Built **Quality Dept** - right **team, quality systems, SOPs, Audits** (rating > 97%) & **Training**.
- ✓ Lead & serve External **Customers** - achieved **97%** OTIF, 0 customer claims & < **1.5%** inspection failures.
- ✓ Personally review samples, preproduction process - '0' reproducibility / operational issues on floor.
- ✓ Managed IE (achieved 15% cost savings), Planning / Finishing depts (20% KPI increase).

Southern Fashions Limited, SRILANKA (Jan 2000 – Sept 2001)

[Woven (tops/complex bottoms) exporter with 1200 Machines (INH & Subcon)]

ASSISTANT MANAGER – INDUSTRIAL ENGINEERING

- ✓ Efficiency improvement from 40% to 65%, OTIF to 100% with '0' idle time / critical path issues.
- ✓ Implemented Performance based **Incentive Scheme** for staff/workers & Product SMV across business.
- ✓ Gained 20% space, cost & quality by layout design, material handling systems, people/WIP reduction.

Ambattur Clothing Limited, Chennai - INDIA (July 1997 – Dec 1999)

(Leading Exporter of Woven Garments)

MANAGEMENT TRAINEE TO PRODUCTION EXECUTIVE

- ✓ Strong bottom line/KPIs achieved by **REENGINEERING & SPC** projects for woven factory with KSA(USA)



Education

- ◆ Bachelor of Engineering (Mechanical)/1993–1997-Mepco Schlenk-Anna University - Tamilnadu. INDIA
- ◆ Training Programs (Management, Lean, HRM) & multiple national awards in symposiums



Languages

English , Tamil ,Hindi → *Advanced* /// Kannada → *Average* /// French & Sinhalese → *Beginner*