

# PRASAD RAMAKRISHNAN

## GLOBAL SENIOR EXECUTIVE, BOARD MEMBER, CONSULTANT

US Citizen

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Purpose driven **Turnaround Specialist** bridging humanity & technology to deliver **innovation & operational transformation** in product development, manufacturing, purchasing, supply chain, quality & new product launch across Renewable Energy, Mobility, Power and Fashion Customer Product Industries, with a business mindset strengthened by **living and working in 4 continents**

Experienced 6-sigma Black Belt, agile lean Sensei, **tech accelerator** fluent in effective & measurably value-added implementation of IoT digitalization, additive, and cognitive technologies. Led new site/JV/mergers/start-ups, sustainable & resilient business growth, and ethical closure of operations. Doubled revenue, achieved 1<sup>st</sup> time profitability as **Board Member** at Sparkworks

Consistently and inclusively enabled leaders and teams in North/South America, Europe, Asia, Africa to achieve unprecedented excellence and results in either large public, family owned private, or start-up businesses. Each time, **left a legacy of leaders** developed locally/regionally who continue to be highly respected and appreciated globally

Removed barriers, changed mindsets to systemically **increase % of women leaders** & improved compensation parity. Customized 'living wages' in plants across Asia, Europe & S. America. Launched principle-centered **social innovations**, and, enhanced future opportunities for 5,000+ employees retrenched globally, recognized as a benchmark by employees, Governments, and Labor

Created innovative **4-pillar Exec Ed strategy**, and futuristic 'Swiss-made' Executive MBA, with 2 top European Tech & Business Universities. Co-created 1<sup>st</sup> 100% Digital MSAEL at top Entrepreneurial US College and leveraged global leadership experiences to academia by transforming blended & virtual graduate teaching during Covid-19. Sought after cross-industry speaker and mentor.

## CORPORATE LEADERSHIP POSITIONS

<b>GENERAL ELECTRIC</b> North & South America	General Manager, Global On-Shore Wind Supply Chain LATAM Supply Chain Leader, all GE Businesses	2017-2018 2016-2017
<b>ALSTOM</b> , Switzerland	Vice President, Global Thermal Power Operations	2014-2015
<b>TRIUMPH INTERNATIONAL</b> Switzerland	Global Head, Supply Chain & Product Development Global Head, Manufacturing	2008-2014
<b>FORD MOTOR COMPANY</b> North & South America	Head, South America Advanced & Manufacturing Engineering Various North America Leadership Roles	2004-2008 1989-2004

## OTHER ROLES

<b>Sparkworks</b> , Switzerland	Member, Board of Directors	2019-2020
<b>Swiss Federal Technology University (ETH)</b> , Zurich	Consultant, Executive Education Strategy & Development Senior Lecturer, Management & Technology Department	2019-2020 2016-2020
<b>MindShift LLC</b> , Boston	Managing Director	Since 2019
<b>Babson College</b> , Boston	Adjunct Lecturer, Technology, Operations & Info. Mgmt. Division	Since 2019

## EDUCATION

**Advanced Management and Leadership Programme**  
**Master of Science**, Electrical Engineering  
**Master of Science**, Personnel Administration

Oxford University, UK  
Syracuse University, USA  
SUNY College Buffalo, USA

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**GENERAL ELECTRIC** – North and South America

**2016 to 2018**

**General Manager, Global Onshore Wind Supply Chain** – Boston, USA (2017 - 2018)

**LATAM Supply Chain Leader (First time GE position across all GE Businesses)** – Sao Paulo, Brazil (2016 - 2017)

- Led global implementation of cutting edge digital industrial solutions for machine connectivity, performance optimization, data visualization & analytics, digital material movement & tracking, additive manufacturing, and cognitive technology
- Co-led Product/Manufacturing creation of major, hi-tech, next gen onshore wind turbine platform to prototype build in Germany and installation at Holland, with breakthrough technology & digitalized optimization for major LCOE reduction
- Re-engineered Global S&OP, drove own and Supplier quality/delivery resiliency to meet PTC driven capacity increase
- Created strategy & led 1<sup>st</sup> LATAM Multi-Modal Plant creation manufacturing products from different businesses in one factory. Created ‘Brilliant Factory’ Plants in USA, Germany, China & LATAM enabling new product launches & large capacity increases. Optimized 25% of 142 rooftops across Mexico and S. America. Created 1-Purchasing synergy saving \$35MM

**ALSTOM** – Baden, Switzerland (Merged with GE in 2016)

**2014 to 2016**

**Vice President, Operational Excellence, Global Thermal Power Operations** (2015 - 2016)

**Vice President, Quality, Global Thermal Power Operations** (2014 - 2015)

- Led Lean & Quality in joint Product and Manufacturing Engineering development, with advanced Virtual Reality technology, and launch of new, hi-tech Gas Turbine. Implemented Additive Manufacturing, Analytics & Advanced Quality Processes.
- Created & implemented 4-pillar Quality Strategy, strengthened Quality performance in Plants globally while reducing 60% own & supplier Non-Conformity and 30% Lead Time, improved 30% On Time Delivery & Customer Satisfaction
- Developed and implemented the 2014 -15 Breakthrough Strategy to reduce complexity and improve execution in 20 Manufacturing & Service Factories with 6000+ in Europe, Asia, and North America. Led successful GE/Alstom Integration

**TRIUMPH INTERNATIONAL** – Bad Zurzach, Switzerland (Global Fashion Apparel leader)

**2008 to 2014**

Vice-Director: Triumph Intertrade AG, Triumph APAC AG & Triumph Logistics AG. Vice-Chairman, Supervisory Board, Austria. Board Member, Operating Companies in China, India, Thailand, Hungary, Vietnam, Portugal, Morocco.

**Global Head, Supply Chain & Product Development. Direct Report to Owners**

Interim Head, CHF 1B annual budget Global Supply Chain Operations at owners request leading Global Raw Material Purchasing, Finished Goods Sourcing and Product Development in addition to Manufacturing.

**Global Head, Manufacturing**

- **First time Triumph position** leading 12 direct report GMs and Factories with 23,000+ employees, CHF 300 M+ annual budget
- Standardized operating procedures and transformed 120+ year mass manufacturing to Lean across factories in China, India, Thailand, Vietnam, Brazil, Portugal, Morocco, Hungary, Austria, CEE. Implemented SAP, built leadership at all levels
- Reduced Total SC cost from 58% to 50% of Annual CHF 2B+ Revenue. Improved OTIF FG Delivery from 50% to 95%, Quality to above 99% FTR, accidents globally to Near Zero, Factory DTD from 60+ to below 20 days. Delivered CHF 50M+ annual savings from first ever mass restructuring across multiple locations in Asia and Europe
- Removed barriers & changed mindsets to systemically **increase % of women leaders** & improved compensation parity. Customized ‘living wages’ in plants across Asia, Europe & S. America.
- Led creation of principle-centered **social innovations**, and, enhanced future opportunities for 5,000+ employees retrenched globally, recognized as a benchmark by employees, Governments, and Labor.

**FORD MOTOR COMPANY** - North and South America

**1989 to 2008**

**Head, South America Advanced & Manufacturing Engineering (A&ME)** – located in Brazil, 2004 to 2008

**First time Ford position.** Direct report to Ford South America Board of Directors.

- Transformed S. America A&ME processes, to become a major global producer aiding Ford’s return to profitability.
- Led 7 major vehicle program launches and implemented Best-in-Ford Launch Process with 30% cost & time reduction.
- Selected & developed local and regional talent to transform 300+ people into one high performance team across S. America.

**Various N. America Leadership Roles** (1989-2004) including 1<sup>st</sup> Value Stream Manager, and *Manufacturing Leadership Program* - a highly competitive, fast track “up or out” series of stretch assignments with global senior management exposure

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## SPARKWORKS, Zurich, Switzerland

2019 to 2020

- As a member of the Board of Directors, developed business strategy, focused key value proposition into 4 target priorities, enabled effective hiring and team growth at this international strategic innovation company helping large organizations become self-sustaining innovators.
- Doubled revenue and achieved first time profitability of this start-up in 2020

## SWISS FEDERAL TECHNOLOGY UNIVERSITY (ETH), Zurich, Switzerland

2016 to 2020

- Created ETH's 1<sup>st</sup> Executive Education 4-pillar strategy, while engaging industry leaders to provide substantial customized mentoring for experienced mid-career students. Led creation of new, 'Swiss made' Executive MBA, as a clean sheet innovation between top European Technology and Business Universities.
- Designed and implemented multiple executive education courses, participant rated as uniquely 'application ready @ industry': Leading the Technology Driven Enterprise, Product Development for Entrepreneurs, Understanding and Applying Artificial Intelligence and Machine Learning, Introduction to Blockchain, Executive Business Analytics

## BABSON COLLEGE, Boston, USA

Since 2019

- Co-created first 100% Digital MS in Advanced Entrepreneurial Leadership Degree Program with first cohort in Fall 2020
- Leveraged global engagement and leadership experiences to academia by transforming graduate teaching during Covid-19 from face-to-face on-site to virtual across global time zones and mentored faculty to enable fast transition during pandemic crisis
- Designed and taught graduate courses: Technology & Operations Management (MBA), Capstone Analytics Project with external companies (MS Business Analytics)

## AWARDS, INDUSTRY AND UNIVERSITY PRESENTATIONS

2011 to 2020

- Supply Chain & Manufacturing Leadership Achievement Award. 9<sup>th</sup> Annual SCM Logistics & Manufacturing World, Singapore.
- **Author, Book Chapter** - *Operations and Supply Chain Management in the Digital Era* in Published Book *Excellence in Supply Chain Management*. B. Avittathur, D. Ghosh, Routledge, 2020
- *Enabling Future Opportunities for the Digitally Deprived*. Swiss Sociological Association Congress on Future of Work, University of Neuchatel, Switzerland
- *ETH Week – Energy Matters*. Keynote Speaker 'View from Energy Multinationals' and Coaching of Project Teams
- *Using Multinational Talent to Mentor Women Entrepreneurs in Developing Countries*. Powershift – Women in the World Economy Conference, Said Business School, Oxford University
- *Creating a Global High-Performance Senior Leadership Team*, 2<sup>nd</sup> Consumer Goods SC Officer Summit, Shanghai
- *Transforming Global Manufacturing*. 9<sup>th</sup> Annual SCM Logistics & Manufacturing World, Singapore
- *Environment and Sustainability Development @ Yueda (Major China SOE) & Partner Workshop*, Yancheng, China
- *Supply Chain as Key Competitive Advantage of the Corporation*, Lorange Institute of Business, Zurich
- *Global Procurement: Off shoring & Re-shoring*, Fachhochschule Nordwestschweiz, Brugg, Switzerland
- *Transforming Global Supply Chain Operations*, Ashridge Business School, United Kingdom
- *International Leadership Development*. Keynote address, Yueda & Partners Development Forum, Yancheng, China
- *In-House versus Contract Manufacturing - Is the Choice Clear?* Next Generation Manufacturing Summit, Budapest
- *Establishing & Operating Asian Manufacturing Centers*. Credit Suisse Business Owners Forum, Zurich
- *How to Ethically and Responsively Close a Business*. Said Business School, Oxford University
- *Leadership that makes an Impact*. MIT-IDM Program. Cambridge.
- *Driving Change within Large Organizations*. MBA Program, Northeastern University. Boston
- *Supply Chain Innovation Management – SC-MBA Program*. ETH Zurich.
- *Managing the Technology Driven Enterprise – MTEC-MAS Program*. ETH Zurich.
- *Leading Global Teams – MSc General Management*. ETH Zurich.
- *Leadership & Diversity –MSc General Management*. ETH Zurich