



RAVI SHANKAR DENDULURI

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BUSINESS EXCELLENCE PROFESSIONAL

Executive Summary

An accomplished professional having 21 years of experience in business excellence, operations management, quality assurance and service delivery across diverse industries.

Strategic thinker, have expertise in designing, implementing and streamlining processes to achieve better customer experience with optimum operational costs. Adept in assessment of processes to ensure readiness for Robotics/ Automation and suggesting changes to be implemented before implementing Robotics/ Automation solutions.

Presently, an independent consultant, enabling organisations improve their business performance results.

Accomplishments

In General Electric (GE Healthcare):

- Developed and implemented 'Inventory model' for procurement function, thereby optimizing the inventory carrying cost and reducing the backlogs to the production. It has reduced cost by \$250K (~8% of average cost)
- Improved the quality of the parts from suppliers by 15%, by root cause analysis and implementing improvement actions. It has resulted in timely availability of parts to the production, reduction in rework/ scrap cost

In Accenture:

- Developed and implemented operations model for a third party client procurement operations process. Visibility on order status is on: backlog at each stage of processing, aging of backlogs, issues contributing to 80% of backlog for priority actions
- Operations readiness of a new process transitioned from client organization to Accenture. This is based on the 'Operational Excellence' framework (internal to Accenture) and initiate actions across seven themes

In ANZ Banking Operations:

- Program managed implementation of operations management methodology (adopted from a company 'Active Operations Management') across 25 processes impacting over 1200 FTE and managed by over 50 Team Leaders. It has resulted in 15% improvement in productivity by the teams
- Outsourcing of Accounts Payable process: Managed the end to end outsourcing transition and stabilization of the process (from ANZ to IBM). Solution design the process, transition plan and stabilization of process performance

Academics & Value Addition

- B. E. (Mechanical) from Karnataka Regional Engineering College Surathkal in 1997
- Pre - University from St. Aloysius College, Mangalore in 1993
- S. S. L. C. from N. M. P. T. High School in 1991

Certifications:

- ISO 27001 Lead Auditor – Certified by Bureau Veritas
- Business Excellence Assessor (EFQM Framework) – Certified by Confederation of Indian Industry (CII)
- Certified Black Belt by General Electric
- ISO 9001 trained internal auditor
- Certified facilitator of 'Business Simulation training' – Operations Management methodology
- Certified 'Active Operations Management (AOM) Champion' – Level 4 Accreditation by Active Operations Management
- Operational Excellence assessor at Accenture
- Trained auditor by General Electric (GE) for Environment, Health & Safety practices

Experience Details

- Actions initiated in increasing 'End user' awareness on process compliance, reducing input quality issues resulting in timely payment to vendors
- Established the month-end reporting process, for the accrual process by Finance team
- Implemented the online payment process for India vendors, moving away from cheque mode of payment
- Identified process risks and implemented mitigating controls in the process – this has addressed issues related to potential fraud and business deliverables

As Manager – Business Excellence

- Supported 2 divisions (Institutional and Shared Services operations) in meeting business objectives:
 - * Driven and mentored projects in Global Accounts Payable in improving 'Payment on time' metric
 - * Supported Global payroll in Audit readiness by auditing & highlighting areas of improvement. Audit scheduled in May / Jun 2010
 - * Established the measurement system to track input errors in Institutional operations. This will be the basis to identify opportunities in improving the process cycle efficiency
- Supported 2 business units (Esanda & Transaction Services) in establishing the measurement system to report the key operations metrics (State of Health metrics): Turn-Around-Time; Aging Index; Backlog Management Index, Output per Paid hour, Accuracy, Productivity & Utilization
- Designed the skill matrix, which measures skill level of the team & sub-processes objectively, thus identifying the team members & sub-process for cross-training. This has been adopted by all the teams in ANZ India ops. Translated to some teams in Australia too
- Defined the structure to capture & report the 'State of Health' metrics across ANZ India ops for management review. Based on these reviews, Transaction Services BLR ops has realized an improvement of 30% on the 'output to the customer / clients' over 12 months
- Supported 2 business units (Esanda & Transaction Services) in achieving a score of 2 in 'Internal audit' (score of 1 is the Best)
- Implemented the QA framework across 5 teams – ensured standard method of error tracking, reported & analysis
- Defined the visual management framework and implemented in 2 business units (Esanda & Transaction Services) – This initiated the continuous improvement culture in the teams, by reviewing the performance on daily & weekly basis and initiating required actions

As Program Manager – ATOM (Active Timely Operations Management):

- Implemented ATOM methodology in ANZ – India opt., across 100 teams spanning 52 Team Leader – in a year
- Trained the Team Leaders/ Managers on the concepts as per the ATOM framework
- Trained 92 Operations Leaders (Team Leaders / Managers) in 'Business Simulation training', which improved their operations management concepts
- This has resulted in effective utilization of resources across teams, contributing towards the improvement of the Efficiency of the teams (overall) by 15%
- Initiated the process of capturing the performance of the teams during transition – leading to reduction in the learning curve of the teams (within 2 months)

Accenture

Jul 2005 to Jan 2007

Significant Contribution:

As Quality Manager (Black Belt)

- Developed an operations model in tracking: Service Level Agreement (SLA) compliance and Backlog Management
- Initiated weekly awareness sessions to the operations team on Quality and six sigma concepts, tools and methodologies for problem solving. This is aimed at making operations team self-sufficient in terms of data analysis & problem solving on daily basis
- Operational Excellence implementation for pre go-live processes:
 - * Mentored & driven the operations transition team in compliance to 'Operational Excellence practices' (initiative in Accenture) before go-live for 4 new deals, by institutionalizing the process of process documentation, metrics measurement system, control plan & operating system. Achieved in 5 month duration
 - * This has ensured that the processes are on a strong foundation for future continuous improvement projects
- Procure to Pay process for an existing process:
 - * Established operations metrics for the invoice processing and customer support desk processes
 - * Established measurement systems to measure the operation metrics with target setting process
 - * Initiated 'Quality circle' teams in each process to identify and initiate process improvement projects, with review mechanism
 - * Project on 'reduce process rejects', has resulted in reducing the process rejects from 15% to 5%

- * Implemented statistical control charts for the operations performance metrics (graphical display of charts on the floor), with daily monitoring of the data points (with trend) to evaluate the performance of the process. This becomes a major input to the Quality circle' team in identifying improvement projects
- * Initiated weekly awareness sessions to the operations team on Quality and six sigma concepts, tools and methodologies for problem solving. This is aimed at making operations team self-sufficient in terms of data analysis & problem solving on daily basis

GE BE Pvt. Ltd., Bangalore (A division of GE Healthcare - Technologies)

Jul 2000 to Jun 2005

As OPSI Manager

- Customer fulfillment:
 - * Ensured 90%+ order fulfillment to customers on a weekly basis in liaison with manufacturing and Supply chain teams
 - * Co-ordination with Customs authorities and Freight forwarders to ensure timely exports to customers
 - * Established systems to track the product shipments (quantity and value) on daily, weekly and quarterly basis – input for production planning and inventory management of future weeks
 - * Established the system to track the ageing of the customer returns at manufacturing – Key customer metric
- Packing parts inventory management:
 - * Developed inventory model for the product packing parts – 40% reduction in inventory achieved
 - * Rework process established for the defective packing parts – 25% reduction in packing part scrap value
 - * Environment, Health & Safety (EHS - GE Equivalent of ISO 14000)
 - * Lead the Training element: Developing & executing the training plan for all the functions – ensured a score of >4.4 / 5 in internal audits

As Quality Engineer | Six Sigma Black Belt

Executed a number of projects on supply chain, operations and process improvement including lean initiatives, EHS compliance, Six Sigma Black Belt. Ensured quality systems compliance w.r.t. ISO 14000, ISO 9001:1994, and ISO 9000:2000 standards. Have proven track record of reducing cost by 15 to 50% in the processes through improvement initiatives.

Prior Experience:

Started career with Larsen & Toubro Ltd. – Powai Works as Quality Engineer from Sep 1997 to Jun 2000

Personal Details

- Date of Birth : 16th Apr, 1976
- Languages Known : English, Hindi, Telugu and Kannada
- Hobbies : Community Service and Cycling
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