

MILIND PHULSE (CPM, CPSM)

📍 Dubai; Germany

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Operations, Procurement and Supply Chain Management

Building Global Supply Chain Solutions; Delivering Operational Excellence; Transforming Global Enterprises

Award-Winning, Customer-focused Techno – Commercial Business Leader with 30+ years of Multi-country, Multi-cultural experience in driving Sustainable Value Creation through High – Performing Operations & Supply Chain Transformations

Handpicked by Thyssenkrupp as Global Lead, Procurement & Supply Management (PSM) based in Germany for Business Area Industrial Solutions (Chemicals, Mining, and Cement). Set up the Global PSM Organization; led annual spends of € 2.0 Billion with a 550 – member team based in 20+ countries spanning from Australia to Mexico;

Build and established Global Competence Centers for various Global Organizations

Directed 5 Major Transformation projects at Thyssenkrupp India & Thyssenkrupp Germany, Schneider & Philips; delivered Optimized Operations (People, Quality, Delivery, Productivity, Processes, Efficiencies, Costs), Top-lines and Profitability

INDUSTRY EXPOSURE

▪ Chemicals ▪ Telecom ▪ Electrical, Lighting ▪ Auto ▪ Consumer ▪ Refrigeration ▪ Cables, Wires ▪ Infrastructure ▪ EPC

SKILLS

▪ Stakeholder Engagement ▪ Governance, P&L, Innovation, Change Management ▪ Business Strategy & Turnaround ▪ Global Competence Centers ▪ Sourcing, Vendor Development, Contract Negotiation ▪ IT and Implementation & Upgradation ERP ▪ Localization ▪ Logistics, Distribution, Warehousing ▪ Quality ▪ Category Management ▪ Performance Improvement ▪ Cost Optimization ▪ Project Delivery ▪ Project Management ▪ Value Analysis & Engineering ▪ AOP, Integrated Business, Materials Planning ▪ Value Chain Implementation ▪ Market Intelligence ▪ Cross -Functional Team Building & Leadership ▪ Factory Operations ▪ Sales & Operational Planning (S&OP) ▪ Risk Management ▪ TCO

PROFESSIONAL SNAPSHOT

- Piloted New Product Development in all organizations worked. Established Supplier Audits and Rating Systems
- Established KPIs and industry best practices; introduced a culture of transparency in business operations
- Set up and established Global Competence Centers for various Global Organizations
- Responsible for end-to-end Project delivery for various EPC Projects across globe including Procurement, Supplier Quality, Logistics
- Heading IT function and core member of Task-force team for Global ERP implementations for various organizations
- Developed Sustainable Supply Chain initiatives – Audits; Green Purchasing Initiatives - Recycling, Packaging reduction
- Collaborated with Thyssenkrupp Academy (Germany) & IIMM; developed and executed PSM Training Programs for Thyssenkrupp India. Appreciated by Global L&D function; program was replicated in other Regions
- Global Exposure: Worked in- India, Greece, Germany, UAE and travelled to 20+ countries across continents
- Professional Pursuits: Guest lecturer at prestigious Management Institutes

AWARDS & RECOGNITIONS

- ThyssenKrupp: (Two ThyssenKrupp Board Awards)
 - Synergize+ award 2019: Multi-Location PSM Execution Concept (Dec 2019)
 - Synergize+ award 2016: Building a Strong Collaborative Network in India – Across OUs and Functions (Nov 2016)
- Philips
 - Global Supplier Award from Philips Board to JLC Electromet Pvt. Ltd. for "Joint Development and Technical Breakthroughs" through considerable investments in business with Philips
- Academic: Eighth Indian to receive CPIM Certification from Institute of Supply Management (2000)

MAJOR ACHIEVEMENTS

RR Group, Dubai, UAE

- Turned around Group Companies (RR Bus Duct, RR Parkon, RR Middle East, Electric Link Pan Africa Limited, Kenya); reduced operational costs and Cash Conversion Cycle (CCC); grew Revenues & EBITA
- Established Corporate Procurement and Supply Chain Group for commodity and indirect products

- Introduced new Products (inverters, batteries, street poles, solar lighting); reduced time-to-market from 6 to 3 months
- Expanded to KSA & Kuwait. Negotiated with German organizations for distributorship for GCC & African markets

Thyssenkrupp - Germany

- Established Multi-Location PSM Execution Concept for Global Project Bidding and Execution. Set up Global Competence Centers for PSM Function at various locations- India, China, Thailand, etc.
- Developed Strategic footprint for regular overview of Global Supply Market through global, regional and local Sourcing and Service hubs e.g. China Procurement Centre, India Service Hub to create an efficient supply chain. Saved 3% of Procurement Volume, Additional Cost Avoidance of 5% during bidding phase. Low Country Sourcing improved from 22% to 40%; achieved 10% Procurement Volume through e-auction/bidding; Sustainability Audits- 20% over targeted audits
- Implemented SAP Ariba template and Pronet across the Global Regions

Thyssenkrupp - India

- Saved € 18.5 million by setting up Cluster Team Approach; implemented Advance Negotiation Tools like Commercial Supplier Days, Technical Supplier Days, e-Auction and Game Theory for India Region
- Positioned India as a provider of software/ IT solutions in the Engineering and Manufacturing design space. Established TechCenter as Knowledge Hub; provided an R&D ecosystem for innovative product design for the international market
- Set up India Sourcing Office to explore India as a Sourcing Base for Global Thyssenkrupp requirements

Frigoglass

- Established Global Strategic Procurement and Supplier Quality Function; headed Global Commodity Management
- Set up Supply Chain Operations for two groups companies; developed Asia as a sourcing base for global requirements; set up sourcing offices in India and China; delivered \$ 5 Million savings. Organized supplier technology workshops

Philips

- Member of the Global Lighting Purchase Core Team
- Introduced Procurement Transformation; established India Sourcing Group as China de-risking strategy for Lighting, Healthcare and Consumer Life Style; built a team of 14 and business of € 70M; attained 25% savings
- Introduced Stock Suppliers & Just-in-time Inventory Systems; reduced inventory coverage from 30 days to 15 days
- Reduced transport cost by 20% through efficient load management
- Established India Sourcing Group to explore India as a Sourcing Base for Global Philips requirements

WORK EXPERIENCE

RR Global, Senior Vice President-Operations & Supply Chain, Dubai, UAE

Since Mar 2021

One of India's largest conglomerates in the electrical industry with presence in 80+ countries and US \$ 950 million revenues

- Report to the Managing Director and Core Team member of the Group for JVs and M&As
- Direct P&L, Supply Chain and Business Operations of \$ 150 Million for some Group Companies covering 2 Factories in India and Trading Business in Dubai, Oman, Africa (Kenya) and India. Head a 200-member team based in India and Dubai
- Responsible for developing Global Market for Automatic and Semi-automatic Parking Systems
- Established new businesses catering to European and especially German markets

Thyssenkrupp, Head of Procurement-Global Regions, Germany

Jan 2014 - Feb 2021

International group of companies into industrial and technology businesses

- Head Of Procurement- Global Regions Dortmund Area, Germany (Apr 2019 - Feb 2021)
- Head of Procurement- Global Regions (NoE PSM) Beckum, North Rhine-Westphalia, Germany (Feb 2017 - Mar 2019)

- Reported to Chief Procurement Officer. Directed Procurement, Expediting, Inspection, and Logistics
- Developed global, regional, and local Sourcing and Service hubs in China, SEA, India, CIS, SA and NA
- Responsible for end-to-end Project delivery consisting of Procurement, Supplier Quality, Logistics for various EPC Projects across globe including
- Optimized business processes, established Multi-Location PSM Execution (in Germany, Thailand, China and India) and Cluster/ Material Category Management for streamlined Global Project Bidding & Execution across Global Regions
- Formulated a robust contract management process to cover risks with customers and monitor supplier claims

Chief Procurement Officer- ThyssenKrupp India RHQ, Mumbai (Jan 2014 - Feb 2017)

- Aligned with the Global PSM Strategy; built a matrix structure; transformed the PSM Function from Silo to One-ThyssenKrupp PSM Function; leveraged synergies across Businesses
- Administered Purchase Spend Managed- 400 Mn + EPCM Spend- 500 Mn (as service on Manhour basis)
- Created India sourcing office, WCP assessments, and PSM training establishments
- Set up PSM council with representation from major Operating Units (OU) in India
- Collaborated with the Global Shared Services Team to set up a SEZ unit in India for HR, IT, and Accounting Services

Ram Ratna Group (RR Global), Vice President-Purchase, Vadodara, India **Apr 2012 – Dec 2013**

- Executed annual spends of € 270M (INR 2100 Crores) for 3 start-up firms (two in India and 1 in Middle East)
- Revolutionized supply chain management; shifted from procurement approach to end-to-end supply chain
- Established new business vertical catering to the Middle East market for lighting, switch-gear products, and appliances (fans, geysers, irons, and induction cookers)
- Created a network of vendors; organized cost-effective sourcing from China

Frigoglass SAIC, Regional Supply Chain Manager-Asia and Africa, Athens Greece and Gurgaon, India Jun 2010 – Jan 2012

Global leaders in Commercial Refrigeration; Strategic partner to the world's top beverage brands

- Asia and Africa Region Supply Chain Manager (Aug 2011 - Jan 2012)
- Senior Purchasing Manager @ Athens Greece (Jun 2010 - Aug 2011)

- Supervised purchases of € 130M for Russia, Turkey, Romania, Greece, India, Indonesia and China
- Core Team Member of Asia & Africa Region for key business matrix and ERP up-gradation / customization
- Saved 10+% (€ 1.5 Million) through net-weight reduction
- Managed Spend Budget of € 150 M for five locations in India, Indonesia, China, Philippines, & South Africa
- Pivoted Global Commodity Management for steel, pre-painted steel material for locations across the globe: Russia, Romania, Turkey, Greece, India, Indonesia, China, and South Africa

Phillips Electronics India Ltd., Director, Gurgaon, India **Aug 2004 – Jun 2010**

Improve people's health and well-being through meaningful innovation

- Director, Gurgaon, India, Oct 2009 – Jun 2010
- Chief Procurement Officer, Gurgaon, India, Aug 2009 – Jun 2010
- General Manager-India Sourcing Office, Gurgaon, India, Jan 2009 – Jul 2009
- General Manager-Supply Market Intelligence & Service, Gurgaon, India, Jul 2007 – Dec 2008
- Senior Manager- Supply Market Intelligence & Service, Gurgaon, India, Sep 2006 – Jun 2007
- Senior Manager- Supply Chain Management, Vadodara, India, Aug 2005 – Aug 2006
- Senior Manager- Purchase, Vadodara, India, Aug 2004 – Jul 2005

- First Indian CPO; aligned procurement function with global practices; headed € 220M (INR 2300 Crores) annual spends
- Set up commodity team structures for Steel, Plastics, Metal, and BFR
- Collaborated with Automotive Lighting Division for Supplier Selection, PPAP, Technology Transfer, Product Release
- Introduced e-Auctions and Technology Supplier Days with R&D & Engineering as a knowledge-sharing platform
- Member of the corporate purchasing team for BG Lamps and management team member of Vadodara light factory

LK India Pvt Ltd, Manager-Purchase, Vadodara **Aug 1999 – Aug 2004**

Part of the Global Schneider Electric Group, with solutions for power and control, critical power, energy efficiency, automation, and renewable energy

- General Manager / Head -Supply Chain Management (Apr 2002 – Aug 2004)
- Manager-Supply Chain Management (Apr 2001 – Mar 2002)
- Manager-Purchase (Aug 1999 – Mar 2001)

- As GM Supply Chain, headed Strategic Procurement, Planning, Logistics and Distribution
- Coordinated with customers in India, Denmark, UK, France, Australia
- Directed annual spends of INR 200 Crores (\$ 50 Million) with a 40-member team
- Developed Indian suppliers for Schneider Nordic-Baltic Zone
- Sourced components, parts, moulds, tools, and finished products from India & China using "Merchant Export Activity"
- Moved production from group companies in Scandinavia (Denmark, Norway, Sweden & Finland) to India

EARLY CAREER

Technicom Systems (India) Ltd., Assistant Manager-Materials and MIS, Nasik
Atlas Fine Chemicals Pvt Ltd., Manager-Commercial & EDP, Nasik
Jai Electronics Industries Pvt Ltd., Engineer/ Executive, Nasik

Mar 1997 – Jul 1999
Jun 1996 – Mar 1997
Dec 1990 – May 1996

TRAINING / CERTIFICATIONS

- German Language B2.1 from Sprachschule Stark, Germany, Feb 2021
- Certified Purchasing Manager (CPM), Institute of Supply Management, USA, (Dec 2000, Aug 2006)
- Certified Professional in Supply Management, CPSM, Institute of Supply Management, USA, (Aug 2016 & Aug 2019)
- Leadership Training Programs in Thyssenkrupp, Philips, Schneider

EDUCATION

- Graduate Diploma in Materials Management (GDMM), India Institute of Material Management, India, 1999
- ICWA - Inter Group II, Costing, Institute of Chartered & Works Accountants, India, 1994
- Master of Business Administration (MBA) – Finance, Pune University, India, 1992
- B.E (Electronics & Industrial Electronics), Pune University, India, 1990