

Chandrasekhar Dhanapathi

PMP, CSM, CSPO, Trainer, Coach, Consultant, Earlier: Sr. GM, Bosch Ltd. Currently a trainer / consultant for Bosch

Summary

* Executive Coaching, University of Cambridge, U.K. (7 wk online course). Pursuing the ICF ACC * Effective Online Tutoring, University of Oxford, U.K. (7 wk online course). * Executive General Management Program (EGMP), Indian Institute of Management (IIM-B) * Project Management Professional (PMP), Certified Bosch project manager (CPjM); Certified scrum master (CSM), Certified scrum product owner (CSPO), Underwent Bosch train-the-trainer for AGILE Scrum master, Product owner, overview, practical scrum and management training * M.S. in Industrial Engineering, University of Missouri-Columbia, U.S.A * trained more than 600 participants on leadership (2-3 day program) and team development and communications (3 day program) - at locations in India and South Africa, Transfer coach for training in performance and competence management, communication and conflict management and first managerial role * 35 years of work experience in Manufacturing, Consulting and IT, with significant global and inter cultural experience * 15 years as Head of IT for Bosch Ltd. – Last position - Senior General Manager, includes extensive experience in ERP (SAP/legacy) implementations, Business Process Improvements and IT Infrastructure Management * Past Chairman, CIO Forum, Confederation of Indian Industry (CII), Bangalore * Past Chairman, IT & Knowledge Industry Sub-Committee, Bangalore Chamber of Industry and Commerce * Fluent in English, working knowledge of French (4 yrs) and Basic German (1 yr)

Experience

Senior General Manager, (earlier positions - GM, DGM, Divisional Manager, Senior Project Manager) at Bosch Ltd.

June 1996 - November 2013 (17 years 6 months)

- Head of Information coordination and organization / IT for the Co.- comprising 10 diverse business divisions with 6000 IT users in 5 manufg. plants, 20 Sales and 40 Warehouse locations
- Coordination with global divisional responsible persons related to implementations in the region
- Driving IT value addition and strong cost reduction measures, consistently achieving the target of IT costs being less <1.5 % of sales.
- Led initiatives on IT enabled Business Process Management and Knowledge Management to support achieving the CII-EXIM Business Excellence Award - modeled on the EFQM (similar to the Malcolm Baldrige Award)
- Managed the development of KPIs and Process Management Maturity checklists to drive Business process improvements leveraging on the ERP System (SAP); Conducting audits with cross-functional team members on status of implementation in different plants and business divisions; Reporting and visualization of KPIs through Business Intelligence solutions
- Implementation of collaborative platforms internally and with suppliers and dealers
- Improved Information security significantly and managed risks and potential irregularities; Coordination with internal and external auditors
- Was the country representative

for the Review of Asia Pacific IT with objectives of centralization, consolidation, obtaining synergies and reducing costs; Managed the smooth transition of handing over IT Infrastructure tasks to the central IT team consequent to the establishment of the Regional Asia Pacific Data Center • Managed a special project (jointly with the business head and Technical Project Manager) of relocating a business division with primary focus of ensuring Shared Services support from several central commercial departments – ensuring commitments via RASIC charts and ensuring service delivery • Member of the senior leadership team and several steering committees driving IT enabled improvements in the company

Senior Project Manager, Project Manager at Mid America Trade Adjustment Assistance Center / Small Business Development Center

August 1992 - June 1996 (3 years 11 months)

- Instrumental in developing and implementing strategies to support the turnaround of nine manufacturing companies in the small and medium sector having combined sales of \$250 million • Provided engineering and managerial assistance to manufacturing companies impacted by imports • Conducted diagnostic studies of overall company operations including manufacturing, finance, sales & marketing, management and human resources, researched Industry trends and identified key factors for success • Prepared detailed implementation plans. Evaluated consultants' proposals and monitored project implementations to successful completion. Conducted management audits & manufacturing systems analysis. Developed plans for improving plant operations. Conducted operator and supervisor training

Manager, Engineering Services and Industrial Engineering / Senior Engineer at Digital Equipment (India) Ltd.

October 1988 - January 1992 (3 years 4 months)

- Was one of four key managers recruited to start up the manufacturing operations for Digital Equipment Corporation (DEC), U.S.A. in India. • Worked for short durations at U.S. and European manufacturing locations to develop the process for controlled technology transfer. Implemented an MRP II system within planned time frame and budget. Conducted MRP II / JIT training. Established MRP II performance metrics measurement system • Involved in the formulation of the Corporate Long Range Plan jointly with other functional heads. Prepared departmental budgets and manpower plans. Conducted information flow analysis, using TOP mapping and IDEF. Devised and conducted team building exercises and project management training • Led the Documentation Center activities including transfer, storage and issue processes of technical documentation from the Parent company, incorporating proprietary information protection and revision control procedures. Organize databases for on line access to directories of drawings, manufacturing procedures and standards. Engineering Change Order (ECO) process and Bills of Materials (BOM) control

Deputy Manager / Senior Engineer / Deputy Engineer at Bharat Electronics

November 1976 - October 1988 (12 years)

- Managed the Fabrication Division comprised of machine shop, press shop, welding and tool room. Organised the computerisation of shop floor control operations to schedule fabricated parts to meet assembly requirements. Redesigned shop layout, reducing throughput time and increasing standard hour output.

Initiated and organized the disposition of obsolete tools and fixtures, reducing tooling inventory. Chaired the divisional safety committee for one year, improving the division's safety ranking. Organized cross training of operators, achieving substantial resource flexibility. Activated Quality Circle activities • Planned and coordinated the manufacture of radar systems and diverse communication equipment to MIL SPEC, meeting delivery commitments and budgets. Used project management tools extensively. Developed part programs for CNC turret presses and machining centers. Involved in Material requirements planning, make - buy decisions, BOM maintenance, engineering change phase-in, Process Planning, subcontract and vendor development

Courses

Certificate, Executive Coaching (7 wk online course)

University of Cambridge

Executive Coaching

Senior General Manager, (earlier positions - GM, DGM, Divisional Manager, Senior Project Manager)

Bosch Ltd.

Process Consultation training

Project Management (Certified Bosch Project Manager CPjM)

Independent Coursework

Effective Online Tutoring

Languages

French

German

Skills & Expertise

Operations Management

Team Building

Strategic Planning

Project Management

IT Management

Business Process Improvement

Information Security Management

ERP Implementations

People Development
Multinational
Enterprise IT Strategy
Manufacturing Engineering
Lean Manufacturing
Manufacturing Operations Management
Management Consulting
Manufacturing
Leadership Development
Program Management
Engineering
Process Improvement
Strategy
Cross-functional Team Leadership
Management
Team Management
Leadership

Education

University of Oxford

Certificate, Effective Online Tutoring (7 wk online course), 2015 - 2015

University of Cambridge

Certificate, Executive Coaching (7 wk online course), 2013 - 2013

Indian Institute of Management, Bangalore

Executive General Management Program (EGMP), General Management, 2011 - 2012

University of Missouri-Columbia

Master of Science (M.S.), Industrial Engineering, 1992 - 1996

Grade: 3.37

University Visveswaraya College of Engineering

Bachelor of Engineering (B.E.), Mechanical Engineering, 1971 - 1976

Grade: First Class

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3 people have recommended Chandrasekhar

"Chandrasekhar / DC / or as I still call him - Mr Chandrasekhar, out of the respect and trust built over a decade is perhaps the best customer I have had the opportunity to work with in my experience of over 15 years selling to clients in the India IT landscape. Always pleasant, friendly, and optimistic for mutually optimal solutions, while holding strong to his organisation's requirements and processes. 2nd to none understanding of application of IT possibilities in the manufacturing industry, especially Automotive and a very clear understanding of cost / benefit. Great person to work with and for all afore-mentioned reasons, now a trusted friend and adviser."

— **Joseph, J.**, was a consultant or contractor to Chandrasekhar at Bosch Ltd.

"Having been an associate of DC, I can testify that he is highly skilled, personable, intuitive and thorough in any project he has undertaken."

— **Robert M.**, worked directly with Chandrasekhar at Mid America Trade Adjustment Assistance Center / Small Business Development Center

"Chandra was an excellent consultant to work with and helped me as the Controller/Comptroller bring my previous employer's accounting/engineering software and hardware into the present, making us all more productive and effective as business capabilities. Chandra helped us navigate the complicated grant process, from conception and qualification, through implementation of the project. I would highly recommend Chandra for any position he might be considered for, based on my experience with him. Regards, Darrin Boster"

— **Darrin B.**, was Chandrasekhar's client

[Contact Chandrasekhar on LinkedIn](#)