

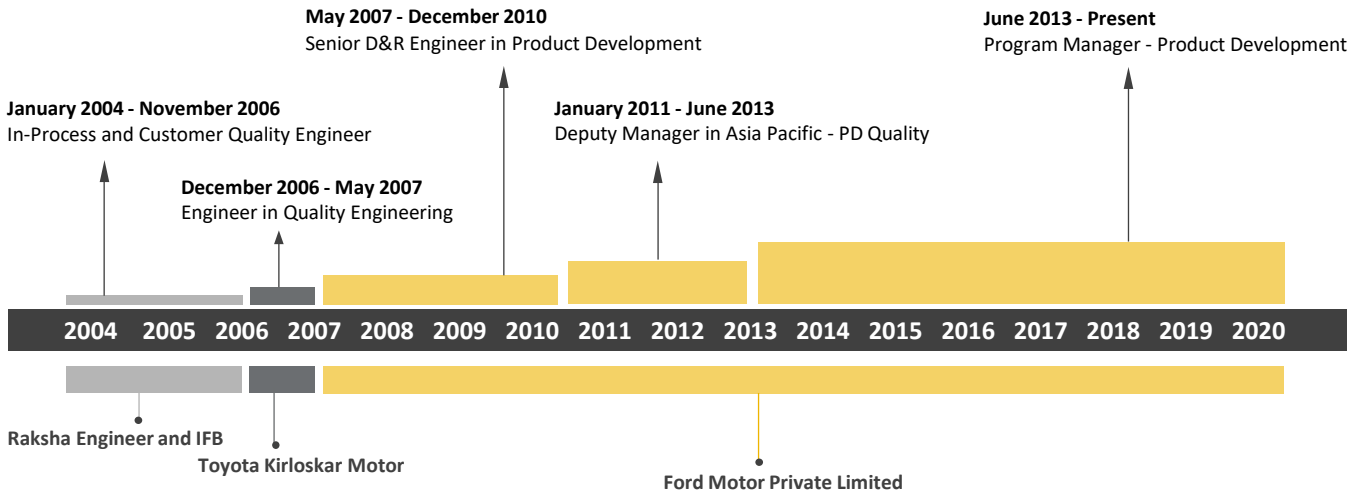


Offering over 16 years of chronicled success in Program Management, Product Development, Process Enhancement and Customer Satisfaction across Automobile and Mobility industry. An innovative, profit-oriented senior leader with demonstrated success in increasing revenues, market share and earnings, achieving cost reductions in large, diverse organizations. Providing strategic leadership in multi-functional roles during long career span in professionally managed organizations, currently spearheading as Program Manager - Product Development at Ford Motor Private Limited, Chennai. Adept at setting the product strategy, roadmap and feature definition for a product or product line, involving program design, value engineering, customer acceptance etc. responsibilities. Monitor engineering function including researching, developing, designing, stimulating, controlling, building, testing, improving, validating, etc. and managing processes to required standards of quality, cost, timing, delivery and safety. Adept at Project Engineering Activities, Engineering QCD Management, Risk Identification and Resource Management and Optimization.

# GOPINATH LAKSHMANAN

Strategic Project and Program Operations / Product Development and Management Specialist  
Automobile Industry

## CAREER TIMELINE



## CORE SKILLS



- Operations Excellence
- Crisis Management
- Leadership and Interpersonal Skills
- Resource Optimization
- Stakeholder Management
- Technology and Tools Integration
- Cost Reduction

## COMPELLING EDGE

### Project Management

- Manage the complete project cycle including need assessment, preparing project blueprint, strategic management and delivering quality technical / business solutions using agile and waterfall methodology.
- Involved in entire gamut of project activities from scope management, planning, execution, monitoring, timeline, budget planning, ensuring regulatory compliance, coordinating with suppliers / vendors and approving / validating delivery services.
- Interface with customer and made technical presentations and solution designing.
- Understanding and coordinating clients' needs / enhancements, customization, software - related issue of clients and consult with technical team to provide solutions in adherence to delivery schedules.
- Assure both quality and customer service while leading and driving advanced / complex development tasks to successful completion.
- Furnish guidance on projects over technology, processes and applications while updating them on regular project developments.
- Seasoned PMI certified Project Management Professional with hands-on exposure in delivering complex programs through both waterfall and agile approach; maximizing the results with respect to organization strategic objective / profit / business benefit realization etc.

## SKILLS

### Strategy and Vision Planning



### End-to-End Program Management



### Product Design and Development



### Product Quality Management



### Process Enhancements / Transitions



### Prototype Development



### Technical-Know How



### Risk Analysis and Mitigation



## Product Life Cycle Management

- Drive and lead all milestones of the lifecycle of the product including initiating, planning, execution, monitoring and control and closing
- Align with quality improvement objectives of the organization, plan and manage the projects identified
- Promote positive change and continuous process improvement
- Work closely with design, development and validation functions of R and D to arrive at high value low investment opportunities for problems
- Manage value engineering, value analysis projects and enhance the product life cycle. Manage product upgrade projects of the organization
- Actively contribute to the teamwork concept, builds alliances among work units and cooperate effectively with others to achieve department and Operations objectives
- Demonstrate good time management and prioritization skills by responding positively to and meeting submittal deadlines
- Collaborate with factories, suppliers and critical component manufacturers for quality improvement initiatives over and above Implement processes like cost / benefit analysis to determine support approach for product lifecycle events
- Plan and manage total life-cycle of the nameplate, including product concept through to program delivery
- Extensive experience in process improvement and implementation of best practices w.r.t product development, planning quality and designing , survey on customer preferences, risk assessment etc

## VALUE ADDITION

### Project / Program Management

- Project budget: Cost ranging from USD 60 Mn to USD150m as per SLA
- Various International assignments developing / fast tracking Ranger / Raptor platform projects

### Process Excellence

- Introduced a process for evaluating / screening every global change w.r.t. market-specific usage and condition
- Formulated Quality Panel (TGW, C-Sat, RPK, CPU targets and forecast) for Eco-Sport program (Thailand, China and India markets)
- Instrumental in resolving a Job Stopper issue during the B-car launch (stretch)
- First in the region, to conduct a Product Excellence Review to provide opportunities to LVEA / MFG to improve TGW
- Resolved various Critical customer satisfaction issues: Window glass dropping issue (Figo) 2010 and Heater Control Valve issue (Ikon)

### Cost Saving Initiatives

- Reduced cost of ownership by re-designing and releasing serviceable parts - Locksets, HCV parts
- Saved USD 3.2m by breaking final parts to smaller commodities, implemented design efficiencies for local markets and procurement
- Innovated inner panel re-tooling solution to fix "rear window glass drop" issue (Figo), reduced service / labour time to < 5 minutes and costing only USD 0.10
- Novel solution on the low - cost testbed set up (INR 10,000) to replicate the function and filter the defective components leading to a reduction in failure rate and saving time to concentrate on permanent design change action (testing and implementation)
- Organized customer - centric workshops on design efficiency, benchmarking events and complexity reduction/standardization to outline product offerings and reinforce cost balancing
- Enabled a saving of USD 15m investment on proto route by executing a full-fledged homologation vehicle build event @Thailand
- VAVE - generated cost - saving ideas and realized annual savings of USD 4.7m
- Achieved a reduction of 10% in complexity for Ford Endeavour

## WORK EXPERIENCE

Since May 2007 | Ford Motor Private Limited, Chennai

Since June 2013 | Program Manager - Product Development

January 2011 - June 2013 | Deputy Manager in Asia Pacific - PD Quality

May 2007 - December 2010 | Senior D&R Engineer in Product Development

### Project Engineering and Management

- Responsible for all areas of the Engineering function and quality of service delivery, striving for best in class products and business practices to deliver to the customer's expectations, managing teams and projects across the business.
- Ensured optimum mix of cost, schedule, performance and system supportability throughout the life cycle (design, development, testing and evaluation, production and disposition) of each program, analyze alternative problem solutions recommended solutions.

- Involved in end-to-end project management functions including project scope (product structured word assumption and Product Direction Letter (PDL), technical discussions, budgeting, obtaining approvals, performance monitoring, implementation and delivery.
- Monitor project progress continuously and making detailed scheduled reports on measurable items (milestones and deliverables).
- Coordinate with PrXMs and other PrEMs as a representation for Engineering among project core team.
- Coordinate with the Project Architect to allocate requirements to cross - functional managers / teams (System Program Manager (SPM), Project Industrialization Manager (PrIDM) and to Project Engineering team).
- Leverage an improve approach to collaboration across Project Management (PjM), Project Engineering (PE), and Manufacturing Integration Engineering (MIE) teams, identifying critical customer requirements and milestones.
- Carry out detailed planning and scheduling to ensure seamless delivery (through Global Integrator tool for each milestone of the project as per the delivery matrix by periodically reviewing the Vehicle Program Plan (VPP).
- Design / implement change strategies including identification of change impacts to people, process, policy, stakeholder identification, appropriate communication and feedback loops, success measures, training, organizational readiness and long-term sustainability.
- Structure program proposals complete with details of activities, time frame, and required mix of resources.
- Define business mission and performance standards across all functional areas and periodically review performance with deft application of concurrent management procedures.
- Meet cost, quality, delivery and performance commitments by managing the project solution (customization and parameterization)
- Fix any reliability issues, tracking service metrics, managing budgets and helping lead the professionals responsible for getting products delivered to users.
- Define and create a delivery framework including life cycle, industry-wide technical practices, delivery schedules and standards.
- Develop a business strategy plan, manage budgets, review financial performance and develop a strategic delivery plan.

#### **Program Design and Development**

- Responsible for project design and application engineering activities including verification and validation activities
- Partner with the Design Manager with effective team communication, proactive problem solving, information gathering and distribution as well as cross - team collaboration
- Work with Engineers, Product Managers and Design to establish deadlines that impact design work and ensure team is aware of key milestone dates. Establish predictable workflow
- Manage design - driven initiatives that better define the workspace and the workflow for the core engineering team
- Prepare and submit regular program status reports to senior management for program performance analysis

#### **Product Launch / Delivery**

- Responsible for new product integration to production (pre-series to series, integration of process engineering into mainstream manufacturing - in terms of process, layout, capital expenditure, installation and commissioning, maintenance of line of existing product designs, product litigation support etc.
- SME in design and development engineering (equipment planning and procurement, installation, capacity planning and production readiness planning and possess experience of component design, styling, tool design, manufacture, plastic processes (IM, RIM, BM) and assembly management

#### **Quality Assurance**

- SPOC for all matters related to Quality Management encompassing achieving pre-defined quality targets based on competitive analysis breakdown by functions
- Ensure qualification and reliability test plan execution for all new products developed with a key focus on QCD (Quality, Control, Weight and Delivery).
- Be the voice of the customer to understands their quality requirements and customize / design the vehicle to achieve higher C-Sat.
- Ensure in-house and supplier facility, tooling readiness and develop PPAP growth chart to support builds.
- Work with the Project Team (Corporate Quality Office, Core Engineering, Manufacturing engineering) to ensure adequate Quality Control expertise is available at the appropriate project delivery point (e.g. Supply Chain, construction, commissioning, handover)

#### **Value Engineering**

- Identify and eliminate unnecessary costs in design, testing, manufacturing, operations, procedures specifications and practices.
- Apply systematic planned procedure to obtain a desired effect by comparing the cost of component with respect to its purpose or functioning in the production or assembly. Benchmarking , Teardown , Design efficiency . Design to target workshop}
- Implement methods and tools like Quality function deployment (QFD) and value engineering (VE) and target costing (TC) as the vital approach to design cost management.

#### **Project Team Development / Resource Management**

- Guiding, mentoring, motivating and overseeing daily activities for a multi-cultural project from varied backgrounds.
- Encourage and support positive employee relations, open communication and teamwork within the workgroup and with other entities, both internal and external.
- Develop and lead a multi-skilled team to ensure timely delivery of the projects and organized well-structured training programs to enhance skill sets and create awareness of the latest developments.

## INTERNATIONAL EXPERIENCE

- Workshop and Programs Attended:
  - Attended 3 weeks workshop on Collating Quality History & Review DFMEA, Design Review and Development in South America, 2008
  - The Asia Pacific Value Engineering workshop representing India programs. Review new / alternate technology advancements, cross - region cost actions review, India program VE target alignment in China, 2016
  - Product Development Leadership Program - Knowledge and experience sharing and mentorship session with company officers from all over the world. Handpicked 7 candidates (who are ready for next level of growth) across all Ford Asia Pacific and Africa BU's are nominated once every 2 years for this. Nominated from India business entity in China, 2017
- Deputed as Program Manager for developing T6 / Ranger platform programs. This is a mandatory onsite assignment to prove the ability to work out of comfort and demonstrate the capability to take up next position.

## PAST EXPERIENCE

December 2006 - May 2007 | **Toyota Kirloskar Motor India, Location** | Engineer in Quality Engineering

January 2004 - November 2006 | **Raksha Engineer and IFB, Bangalore** | In-Process and Customer Quality Engineer

## ACADEMICS

2003 | **Bachelor of Engineering in Mechanical** from University of Madras, Villupuram

2000 | **Diploma in Mechanical Engineering** from State Board of Technical Education, Kothagiri

## CERTIFICATIONS

PMI PMP Certification in August 2020

## TECHNICAL PROFICIENCY

Project Management: MS Project, Team Centre, Integrator

Design: QFD, PALS, DFMEA, GPDS, CAD, CAE, DV / PV testing