

MURALI RATNA

Chief Executive Officer



PROFILE SUMMARY

Result-driven and accomplished CEO with over 28 years of extensive experience in business development, brand positioning, product development and market expansion achievements spanning across Consumer Durable, Telecommunications, and Retail domains. A proven track record in cultivating robust, sustainable, and profitable businesses while consistently achieving revenue, profit, and market growth objectives through customer centric approach. Recognized for adeptly leading digital and business transformations, orchestrating brand positioning, and flawless execution of Strategies. Expertise in trend forecasting, revenue growth strategies, profitability enhancement, and building winning teams to drive organizational success.

KEY RESULT AREAS

- **Strategic Leadership:** Provided visionary leadership, setting the strategic direction and long-term goals of the organization, leading to enhanced market positioning and sustained growth.
- **Business Transformation:** Spearheaded comprehensive business transformation initiatives, driving operational efficiency, revenue growth, and profitability through innovative strategies.
- **Brand Positioning:** Successfully transformed the business & repositioned the brand to better appeal to the younger consumer through effective brand/Product strategies, resulting in increased brand awareness, customer loyalty, and industry recognition.
- **Profitability Enhancement:** Achieved significant improvements in profitability by implementing cost optimization measures, reducing expenses, and ensuring efficient resource allocation.
- **Flawless Execution:** Orchestrated flawless execution of business plans and initiatives, ensuring alignment with company goals and fostering a culture of accountability and performance excellence.
- **Digital Transformation:** Led the digital transformation journey, driving innovation across multiple business functions, resulting in enhanced productivity, consumer engagement, and operational efficiency.
- **Trend Forecasting:** Demonstrated a keen ability to anticipate market trends and consumer preferences, contributing to the development of products and services that resonate with target audiences.
- **Building Winning Teams:** Fostered a culture of excellence by attracting, developing, and retaining top-tier talent, resulting in agile and passionate teams that consistently deliver superior results.

RECENT ACCOMPLISHMENTS

- **Revenue Growth:** Boosted revenue and achieved remarkable Compound Annual Growth Rate (CAGR) growth from 6% in FY 2016 to an exceptional 26% CAGR Revenue Growth, 2X the Market growth through effective business transformation strategies.
- **EBITDA Turnaround:** Successfully transformed negative EBITDA progress (before joining) into positive rates, & post covid the revenue recovery rate amongst the best in the Men's Apparel Industry,
- **Category Leadership:** Led efforts to build category leadership by focusing on product big bets and innovation, resulting in a differentiated product offering and brand positioning aligned with a younger consumer demographic.

CONTACTS

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SKILLS EXPERTISE

- Product Management
- Operations Management
- P&L Management
- Market Research and Insights
- People Management
- Advertising Strategies & Brand Building
- Retail Operations & Business Development
- Procurement & Sourcing
- Visual Merchandising
- Brand Positioning
- Profitability Enhancement
- Flawless Execution
- Digital Transformation
- Trend Forecasting

EDUCATION

- Masters in Digital marketing | London Business School | 2021
- Master of Business Administration Marketing | Bharthi Vidyapeeth, Pune 1995
- Bachelor of Commerce - Marketing & Business Entrepreneurship | Ness Wadia College, Pune | 1993

- **Workplace Excellence:** Celio India among the top 10 Great Places to Work in Retail for three consecutive years, reflecting the commitment to nurturing a positive and engaging work environment.
- **Enhanced Brand Prominence:** Elevated brand prominence through heightened marketing investments, establishing international appeal and emphasizing the esteemed French lineage, resulting in recognition as the Economic Times' most promising brand.
- **Partner Network Strengthening:** Laid the foundation for a robust partner network by onboarding best-in-class franchisees and distributors, facilitated by a strategic Key Account Management (KAM) approach, strengthening engagement with Strategic In-Store (SIS) partners.

WORK EXPERIENCE

March 2017 – Present | Celio Future Fashion Pvt Ltd., India Chief Executive Officer

ROLE ACCOUNTABILITY

- **Driving Digital Transformation:** Spearheaded the continuation of profitable growth momentum by prioritizing the expansion of our retail presence through the adoption of New Retail principles and DTC e-commerce strategies.
- **Exemplifying Resilience and Agility:** Led Celio India through a complex pandemic & post-pandemic phase, harnessing the team's resilience and agility to not only weather challenges but to emerge as a stronger brand. This effort enhanced growth momentum and effectively improved market share in the face of stiff competition.
- **Strategic Business Planning and Execution on the vision and goal:** Formulated and executed a strategic growth plan, gaining full support from the Board and global leadership in France, fostering unity in the company's direction. Aligned the team with the India business vision and its four growth pillars, attracting top-tier talent and cultivating an agile, successful team. Primed to seize opportunities and drive success
- **Revamping Operational Dynamics:** Instigated a sweeping change in the operational model, specifically engineered to facilitate scalable and profitable growth. This change has laid the foundation for streamlined processes and enhanced efficiency.
- **Nurturing a Consumer-Centric Culture:** Cultivated a deeply ingrained consumer-centric approach, underpinned by a data-driven digital mindset. This approach created a distinct competitive edge, sustaining the momentum achieved post-transformation.
- **Driving Digital Implementation:** Spearheaded the deployment of cutting-edge digital solutions across a spectrum of business functions, including buying, allocation, replenishment, CRM, and omni-channel strategies. This led to a notable increase in productivity and heightened consumer engagement.
- **Fostering a Cost-Conscious Ethos:** Cultivated a culture deeply attuned to cost sensitivity, culminating in substantial markdown, COGS, and expense reductions. This deliberate focus translated into marked profitability improvements across retail, e-commerce, and other critical channels.
- **Go to Market Rework:** Supported in executing shortening strategies for go-to-market from 2 seasons format to 4 seasons format.

November 2007 - March 2017 | Levi's Strauss India Pvt Ltd.

Growth Path

March 2015 – March 2017 | Director of Retail – India, Sri Lanka, Nepal – South Asia

- Oversaw operation, merchandising, visual merchandising (VM), store planning, people training, and expansion of a single-brand footprint in the apparel & lifestyle sector, comprising 400 stores & generating revenue of 850 Cr.
- Formulated and executed a strategic business plan to drive sustainable growth and enhance operational excellence.
- Ensured the company's financial KPIs were consistently surpassed, resulting in improved company and partner profitability.
- Managed the entire business across channels to achieve annual budget targets in coordination with the Asia Pacific leadership team, assuming CEO responsibilities in their absence.
- Played a pivotal role in building a strong talent pool, enabling smooth succession planning and maintaining the trajectory of profitable growth.

Achievements

- Led efforts to achieve profitable growth and establish a robust partner network, while also managing channel business for footwear and accessories.
- Attained the highest same-store growth and record consumer revenue and net revenue over a span of 4 years, demonstrating exceptional leadership in driving consistent success.
- Orchestrated remarkable financial performance by exceeding all financial KPIs in 2015 and 2016, contributing to significant enhancements in company and partner profitability.
- Established one of the country's most profitable single-brand apparel retail footprints, distinguished by a robust franchise network, strategic digital initiatives, and a remarkable turnaround in revenue per square foot (RPS) for both men's and women's wear.
- Successfully scaled up the expansion of the non-apparel business, doubling its revenue from 39 Cr to 86 Cr within a brief 2-year period.

December 2012 - March 2015 | Director of Sales - Wholesale & Emerging Markets -India

- Led the transformation & reinforcement of the brand's position in a highly competitive retail landscape across India.
- Designed and executed a new commercial structure, enhancing collaboration and relationships with internal and external stakeholders.
- Collaborated closely with the Product team to establish a consumer-centric approach, shaping the product and price architecture, highlighted by the successful launch of "My First Levi's" in 2013.

Achievements

- Achieved an impressive 28% growth in net revenue and a substantial 33% growth in standard margin, reflecting exceptional financial performance.
- Pioneered a new concept and expanded the brand presence by introducing 190 premium shop-in-shop outlets and appointing 270 Brand Ambassadors nationwide.
- Demonstrated consistent achievement of annual objectives for both 2013 and 2014, orchestrating a significant turnaround in a declining revenue channel to emerge as the highest-growing Channel.
- Successfully revitalized growth in the most profitable channel, laying a robust foundation for sustained future growth.

December 2009 - November 2012 | SBU Head - South India & Sri Lanka

- Led South SBU Revenue growth from 48 Cr in 2007-08 to 241 Cr in 2011-12, achieving the esteemed Number 1 unit title and the distinction of the fastest growing and most profitable business unit for 4 consecutive years.
- Attained both annual plan and long-term plan goals on the top and bottom lines for 4 consecutive years, setting an unparalleled track record of consistent and robust performance.
- Orchestrated a substantial expansion of the retail footprint, increasing Exclusive store doors from 22 to 112. Successfully established a profitable and larger than life retail in key markets.
- Amplified market presence by elevating Multi Brand doors from 16 Premium Shop in Shop (PSIS) to 52, complemented by 120 small Multi Brand Outlet (MBO) doors.
- Cultivated a resilient Franchisee/Distributor Partner network, transitioning from 11 franchisees managing 22 doors to 11 franchisees overseeing 112 Exclusive Doors.
- Spearheaded operational excellence and rigorous execution, focusing on intricate retail initiatives and a meticulously curated product/market assortment tailored to customer preferences. Achieved a remarkable LTOL store revenue growth of over 15% and expanded the retail footprint profitably.
- Achieved distinction as the brand with the largest footprint and the highest Revenue Per Square Foot (RPS) among all lifestyle and sportswear brands in South India.
- Nurtured an environment of minimal team attrition, enabling remarkable career growth opportunities for the team. Set the performance benchmark for the affiliate across regions and functions, reflecting a consistently proven team.

November 2007 - December 2009 | Regional Sales Manager - South

- Pioneered the establishment of a growth-oriented foundation by meticulously selecting and assembling a high-performing team. Cultivated a culture of relentless execution, underscored by accountability and a no-excuse mindset.
- Elevated to the role of SBU Head South in December 2009, reflecting exceptional leadership and the ability to drive performance while ensuring strategic alignment with organizational goals.
- Successfully attained and surpassed Sales, Revenue, Sell-out Unit, and Distribution/Franchise Management targets, showcasing adeptness in orchestrating multifaceted operational achievements.

PREVIOUS EXPERIENCE

May 2004 - November 2007 | Vodafone Essar South Ltd., Karnataka

- ❑ February 2007 - November 2007 | Senior Manager - Postpaid & SME - Karnataka Circle
- ❑ April 2006 - February 2007 | Zonal Manager
- ❑ May 2004 - April 2006 | Branch Manager

August 2001 - May 2004 | Onida- Mirc Electronics Branch Manager

May 1997 - August 2001 | L.G. Electronics India Pvt Ltd., Bangalore

- ❑ 1999 - August 2001 | Deputy Manager
- ❑ 1998-1999 | Sr Marketing Executive
- ❑ May 1997 - 1998 | Marketing Executive

Management Trainee | BPL Ltd., Bangalore | August 1995 - May 1997