

Profile: Strategic and results oriented IT and business executive with over 20 years of innovation, enterprise architecture, digital transformation, governance, and IT services related to Omni Channel, Supply Chain and Manufacturing. Possess strong record in managing business relationship, developing IT strategies, delivering transformation results, and managing operations leveraging industry innovations and best practices including ITIL TOGAF, Lean Startups, Design Thinking, and Agile, exceeding business expectations. Experience involves implementing large-scale complex global transformation projects and supporting multi-stack operational environments - Verizon Wireless Retail, Whirlpool Corporation, Accenture, Johnson & Johnson, Siemens, Bristol-Myers Squibb, Kodak, Ford/Visteon, Boston Scientific/Guidant (medical device), Carrier, and Karmann Automotive.

PROFESSIONAL RESULTS – HIGHLIGHTS

- ✓ Delivered Supply Chain digital transformation initiatives through agile/scrum approaches impacting revenue growth from \$82B to \$85B while maintaining 40%+ operating margins – Verizon.
- ✓ Implemented S&OP reducing inventory by \$30M and impacting revenue growth by \$100M – Verizon.
- ✓ Delivered reverse supply chain analytics solution impacting customer returns by more than \$75M – Verizon.
- ✓ Led and delivered Supply Chain transformation initiatives through strategic business case for retail SAP, strategic architecture, multi-year roadmap, and pilots – impacting revenue by \$250-275M over 1-2 years and reducing inventory by more than \$40M in the first 2-3 quarters – Verizon.
- ✓ Delivered IT architecture transformation, reducing application footprint by 15% and enhanced SLAs – Whirlpool and Maytag Supply Chain and Manufacturing M&A synergy scenarios.

CORE STRENGTHS

Cross-team Leadership	Program/Portfolio Management	Analytics/Cloud Solutions
IT Strategy Planning & Execution	Innovation & Digital Transformation	Omni-Channel
Business Relationship	Enterprise Architecture	SAP/Oracle EBS
Supply Chain and Manufacturing	Capital Budgeting	Pharma/Auto/Aerospace

RELEVANT PROFESSIONAL EXPERIENCE

The Ross School of Business/The University of Michigan – Lecturer - T&O Faculty 2018 – Present

- ✓ Teach TO300 Business Information Systems - Win A, Win B and Fall B semesters.
- ✓ Advised students on **MAP projects** - Uber, AT&T, Schneider Electric, and Microsoft; **Tauber projects** - General Motors, Ford, FedEx, Boeing, Stanley Black & Decker, and Washington Gas; **MAP Supply Chain Studio projects**: Chewy.com, Refraction AI, Whirlpool Corporation, Visteon, and GM.
- ✓ Teach weekend MBA course on New Age of Innovation/Technology and Business

Advisory Board - Indian School of Business and Finance Aug 2022 – Present

Provide advice to the school board on topics related to innovation and digital transformation to deliver high quality programs to their students.

Vice President – CIO Digital Transformation Practice | ArborSpot, MI Aug 2015 – 2021

ArborSpot is a boutique digital transformation CIO consulting practice based out of Michigan. The scope of my services includes transformation consulting to clients on Innovation, Digital/IT Strategy, Cloud Solutions, Enterprise Application/Business Architecture, Roadmaps, Portfolio Planning, PMO, and Analytics Solutions.

MBA Sloan Fellow – Leadership and Innovation Cambridge, MA | **MIT Sloan School of Management** 2014 – 2015

- ✓ Led analytics project for Amazon and P&G – Big Data as a Service – Leveraged MIT Digital Labs
- ✓ Multiple advanced courses – Strategy, M&A (MIT and Harvard Law School), Corporate Finance, Analytics, Digital Marketing, Supply Chain/Operations, Economics, and System Dynamics.
- ✓ Delivered two guest lectures at Harvard Business School – 2nd year MBA students – IT Systems/Supply Chain; Partnered with Janice H. Hammond, Jesse Philips Professor of Manufacturing at Harvard Business School
- ✓ Peer tutor - Recitation Supply Chain Management classes for MBA Sloan Fellows

Director - Head of IT Supply Chain – Digital Transformation | **Verizon Wireless, NJ** 2012 – 2014

Led large scale Supply Chain digital transformation initiatives with a responsibility for IT strategy, enterprise architecture, program management, application development and delivery, infrastructure planning (cloud and on-premise), IT operations management, governance/capital budgeting, business relationship, and end-user services supporting seven business Directors' organization. Scope involved enterprise applications and systems supporting three forward logistics distribution centers, one reverse distribution center, 2000+ direct and 2500+ indirect retail stores, hundreds of B2B customers and external systems, \$20B+ COG/year and 115M+ customers. Involved significant M&A IT asset harmonization and rationalization. Mobile market dynamics demanded IT agility and new business models. Delivered results in all areas of IT and in particular:

- ✓ Contributed to revenue growth from \$82B+ to \$85B+ with 40%+ operating margin.
- ✓ Enabled Verizon version of TOGAF architecture approach for applications.
- ✓ Numerous application and data/analytics capabilities using DevOps/Scrum (Agile) program management methodologies and automated regression testing. Leveraged PaaS and SaaS capability models.
- ✓ Mobile enabled Analytics application for \$2B reverse supply chain business. Leveraged AI based predictive models to capture device return projections. Led remote diagnostics application development to manage customer issues and provide guided solutions, leveraging big data analytics framework, mitigating the returns by \$75M.
- ✓ Implemented cloud enabled S&OP application reducing inventory by \$30M and impacting revenue growth by over \$100M.
- ✓ IT strategy and platform transformation initiative and successfully secured \$25M+ funding for AWS cloud enabled-SAP core with Hana-enabled BI and bolt-on applications with a strategic roadmap. Piloted at 10+ stores. The value targets benchmarked included \$250-275M revenue growth in 1-2 years while achieving inventory reduction by over \$40M in the first 2 to 3 quarters.
- ✓ POS/Supply Chain application integration with e-Commerce Oracle platform ATG.
- ✓ Store IT assets managed included RF guns, POS and inventory applications, and planogram tools.
- ✓ Stabilized complex legacy system application landscape through enterprise architecture redesign, code optimization, process redesign, ITIL best practices, reduction in customization, batch processing simplification, security re-architecture, system harmonization and internalizing Lean Six Sigma principles. Enabled IT Service Levels improvements to 99.99% from 96.5% and reduction in IT Applications fragmentation by 15%.
- ✓ Established a COE for Supply Chain IT and built strong IT supply chain global team of 45 members.
- ✓ Leveraged IT development resources from a pool of 450+ developers of various technologies.
- ✓ Represented IT organization in Verizon Business Strategy Council.

Principal Enterprise Architect, SAP Applications Transformation | **Whirlpool Corp, MI** 2009 – 2012

Led and directed global strategic B2B and B2C enterprise SAP application and data architecture transformation, roadmap, and business process reengineering efforts to align with Supply Chain, Go-To-Market/e-Commerce, and Omni-Channel strategies. The application portfolio included SAP manufacturing/supply chain-Manufacturing Execution Systems, e-Commerce, procurement, SAP CRM, SAP analytics/business intelligence, Omni-channel order management, SAP financials and human resource. Maytag and Whirlpool M&A synergy realization was a major driver. Key accomplishments:

- ✓ Established Enterprise Architecture - Reference Architecture, and Arch. Review Board and implemented TOGAF based best practices.
- ✓ Guided \$60M+ investment portfolio prioritization for global IT projects, collaborating with C-Suite executives.
- ✓ M&A driven landscape consolidation, rationalization, harmonization, standardization, and simplification initiatives that involved consolidation of 4 regional SAP ERP, CRM, SRM, and BI/Analytics instances with a strategic roadmap, leveraging Lean Six Sigma principles. Drafted and enforced IT Governance policies and SOX

and PCI compliance. Leveraged Oracle Fusion and SAP Connectors. Partnered with 13 manufacturing plants, 110 global distribution centers, and Big Box retailers (Home Depot, Lowe's, Best Buy).

- ✓ Implemented manufacturing execution system, JDA, and integrated with SAP ECC at major manufacturing sites.
- ✓ Led SmartGrid pilot initiative leveraging connected devices enabling Whirlpool customers to optimize power consumption and preventive maintenance. Utility consortium was involved to augment smart meter technology.
- ✓ Led 6 direct reports with 25+ indirect resources from infrastructure, security, and network in a matrix structure.

Sr. Manager – SAP Supply Chain and Manufacturing | **Accenture LLP**, MI

2007 – 2009

Led ERP transformation - strategy, architecture, business case, BPM, program management and delivery efforts that involved highly regulated clients such as **Bristol-Myers Squibb and Boston Scientific**. Key accomplishments:

- ✓ Led business development, architecture, and program management efforts for large scale complex transformation initiatives involving M&A synergy scenarios involving new business accounts for projects of value over \$45M – multi-year initiatives realizing cost synergies over \$2B.
- ✓ Successfully led FDA compliant complex large-scale transformation projects. Business capabilities included variations of order to cash, quote to cash, procure to pay, manufacturing planning and execution, forecast to deliver, record to report, warehouse management, and sales return cycles. Managed teams of size from 25 to 60.
- ✓ Implemented program management best practices including agile methodologies to mitigate program risks through increased transparency and workflow alerts and deliver on time and under budget.

Director/VP SAP Supply Chain and Manufacturing - Client – **Accenture** | **Netgel Consulting**, MI

2001 – 2007

Led SAP strategy, program management, strategic architecture, BPM, and application design/development /delivery at **Siemens Westinghouse, Johnson & Johnson, DMAG, and Karmann Automotive**. Key accomplishments:

- ✓ Led new business development, architecture and program management efforts for complex transformation programs involving bolt-on, SAP and niche solutions – delivered solutions spanning multiple years.
- ✓ Successfully led three full life cycle SAP transformation projects and managed 30 to 50 resources.
- ✓ Scenarios included Order to cash, procure to pay, forecast to deliver, manufacturing planning and execution, warehouse management, record to report and return management.

Consultant – SAP Supply Chain | **Andersen Consulting/Accenture LLP**, MI

1997 - 2001

Consulted SAP supply chain and manufacturing system design and implementation at **Kodak and Ford/Visteon**.

- ✓ Scope included schedule agreement and customer order processing, forecasting and demand management, MRP, vendor releases, shipment processing and goods receipts, ASNs, EDI, inventory/warehouse management, and quality management. Deployed SAP within budget and time. Involved in two full-life cycle projects.
- ✓ Implemented multiple manufacturing planning and execution models – repetitive, discrete and hybrid.

Prior Tenure

- Concurrent Technologies Corporation, PA - Project Manager – US DoD – DARPA and USAF.
- HAL, Bangalore - Management Trainee/Engineer/Dy. Manager – UK/Jaguar Aircraft Manufacturing
 - Collaborated with Turbomeca, McDonnell Douglas, Rolls Royce, and British Aerospace.
 - The Management Trainee program was modeled after GE leadership program – selected from a national pool of more than 20,000 engineering graduates for a 24-member team.

Other Activities

Supported (family-owned) Neurology clinic – Punitha Vijayakumar MDPC, Canton, MI

EDUCATION

- MIT Sloan School of Management, Cambridge – Sloan Fellow MBA Leadership and Innovation - 2015
- West Virginia University – PhD (Industrial Engineering)
- University of Pittsburgh – MBA 1995

- Indian Institute of Technology, Madras – MS (Aircraft Production Engineering)
- University of Madras – BE Honors (Mechanical Engineering)

Professional Activities:

MIT Sloan CIO Symposiums: Speaker and Panel Captain

May 2017 - Winning IoT

May 2016 - IoT

May 2015 – Cashing in on your data/Analytics.

Guest speaker, spoke on ‘Digital Transformation’ at CIOs annual meeting, Coimbatore chapter, India, 2018.

Guest speaker for MBA 2nd year classes - Harvard Business School, 2015 – worked with Prof. Janice H. Hammond, Jesse Philips Professor of Manufacturing, and the Senior Associate Dean.

Published Textbook

[Business Innovation: A Case Study Approach](#)

ISBN 9781032041872

January 26, 2022, by Routledge with 356 Pages.

Published Articles in Online Business Technology Magazine

Vijay Pandiarajan, [“How do you deal with ‘Digital?’ CIO Story, Jan 10, 2017](#)

Vijay Pandiarajan, [“Digital Tsunami.” CIO Story, Nov 23, 2016](#)

Published Articles in Professional Magazine

Pandiarajan, V and Patun, R, "Agile Manufacturing Initiatives at Concurrent Technologies Corporation," **Industrial Engineering**, pp. 46-49, February 1994.

Reviewed International Journal Publications

Pandiarajan, V and Patun, R, "Reverse Engineering Using IGES," CALS/Enterprise Integration Journal, pp. 63-67, winter 1994.

Gopalakrishnan. B and **Pandiarajan. V.**, "Materials and Manufacturing Processes Selection System for Product Designs in Concurrent Engineering," Journal of Materials Processing Technology, pp. 93-103, 1991 (published by Elsevier as a reprint after selection from Computer-Aided Production Engineering).

Pandiarajan. V and Dwivedi. S.N, "Feature Based Expert Process Planning CAD System in Concurrent Engineering," Manufacturing Systems, Vol. 22, No 1, 1993.

Patun, R and **Pandiarajan, V.**, "Flexible Computer Integrated Manufacturing Using CALS Standards," CALS Journal, pp. 57-62, winter 1993.

Gopalakrishnan. B and **Pandiarajan. V.**, "Computer Numerically Controlled Machining of Complex Geometries in Concurrent Engineering," Journal of Design and Manufacturing, Chapman & Hall, pp. 45-55, Vol. 3, 1993.

Gopalakrishnan. B and **Pandiarajan. V.**, "Expert Systems Based Evaluators: Applications in Design for Manufacturing," Journal of Advanced Manufacturing Engineering, pp. 189-194, October 1990.

Reviewed International Research Conferences

Pandiarajan, V and Seely-Gant, "Manufacturability and Defense System Design for

Repair and Maintenance," First International Conference on Concurrent Engineering: Research and Applications (CE94), Pittsburgh, 1994.

Pandiarajan, V., Patun, R., and Bill Best, "Re-Engineering Discrete Parts Using CALS Standards in an FCIM approach," CALS Expo '93 International Conference, Atlanta, November 1993 (paper was presented, but no publication in the proceedings).

Pandiarajan, V., and Patun, R, "Component Re-Engineering Using CALS standards in an FCIM Approach," Defense Manufacturing Conference '93, San Francisco, CA, December 1993.

Pandiarajan. V., "Design Considerations for CNC Machining in Concurrent Engineering," Second International Conference on Flexible Automation and Information Management, FAIM, Virginia, pp. 261-271, June 1992.

Pandiarajan. V and Dwivedi. S.N, "Feature Based Expert Process Planning CAD System in Concurrent Engineering," preprints, 24th CIRP International Seminar on Manufacturing Systems, held in Copenhagen, Denmark, 1992.

Pandiarajan, V. et.al., "Feature Based Cost Estimation in Concurrent Engineering," Tenth Annual Conference, Integrating Design and Manufacturing, University Programs in Computer Aided Engineering Design and Manufacturing, Tennessee Technological University, pp. 113-120, August 1992.

Pandiarajan. V and et.al, "Laser Scan-based Component Re-Engineering: A Concurrent Engineering Approach," 2nd Industrial Engineering Research Conference, May 26-27, pp. 674-678, 1993.

Pandiarajan. V and et.al, "FCIM: A Flexible Computer Integrated Manufacturing Approach Using CALS Standards," 2nd International Symposium on Productivity and Quality Improvement with a focus on Government, Oct. 1993.

Gopalakrishnan. B and **Pandiarajan. V.**, "Feature Based Machining Analysis and Cost Estimation for the Manufacture of Complex Geometries in Concurrent Engineering," Fifth International Conference on CAD/CAM, Robotics, and Factories of the Future, Norfolk, VA, 1990.

Gopalakrishnan. B and **Pandiarajan. V.**, "Product Design and Process Planning for the Machining of Complex Geometries in Concurrent Engineering," 23rd International Symposium on Automotive Technology and Automation, Vienna, Austria, 1990.

Gopalakrishnan. B and **Pandiarajan. V.**, "Product Design for Manufacturing: The Use of Knowledge Based Systems in Concurrent Engineering," IEEE International Conference on Systems, Man, and Cybernetics, Los Angeles, 1990.

Gopalakrishnan. B and **Pandiarajan. V.**, "Materials and Manufacturing Processes Selection System for Product Designs in Concurrent Engineering," Seventh International Conference on Computer-Aided Production Engineering, Tennessee Technological University, Tennessee, 1991.

Gopalakrishnan. B and **Pandiarajan. V.**, "An Educational Perspective on Product Design for Manufacturing," IBM Academic Computing Conference, Dallas, TX, 1991.

Gopalakrishnan, B and **Pandiarajan, V.**, "Manufacturability: A New Definition in the Machining of Complex Geometries in Concurrent Engineering," First International Industrial Engineering Research Conference, held in Chicago, May 17-22, 1992.

Dwivedi. S.N., Robert Dax, **Pandiarajan V.**, "Materials Processing Using Knowledge Based Concurrent Engineering," National Science Foundation (NSF) Design and Manufacturing Systems Grantees Conference, held between January 6 and 8, 1993 in University of North Carolina at Charlotte.

Gopalakrishnan, B. and **Pandiarajan, V.**, "Computer Integrated Design and Manufacturing Demonstration for Effective Concurrent Engineering," METADOR, London, UK, March 1993.

Personal - US Citizen