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Sundar Raman

Assistant Professor of Professional Practice
Rutgers Business School
100 Rockafellar Drive, Piscataway NJ 08854
E-mail: Sundar.Raman@business.rutgers.edu
Phone: (848) 445-9473

EMPLOYMENT

ACADEMIC EMPLOYMENT (2022 JANUARY – PRESENT)

Rutgers Business School—Newark and New Brunswick
Assistant Professor of Professional Practice
Supply Chain Management Department

INDUSTRY EMPLOYMENT (1967 - 2021)

Estee Lauder Companies, New York, NY (2008-2021)
Global Vice President, Supply Chain Management, 2016-2021
Global Vice President, Supply Chain Transformation, 2014-2016
Global Vice President, Enterprise Transformation, 2008-2014

Johnson & Johnson, New Brunswick, NY (2000-2008)
Executive Director, Supply Chain, Consumer Products Group, 2005-2008
Vice President, Corporate Department, 2003-2005
Executive Director, Supply Chain, Pharmaceutical Group, 2000-2003

Exxon Mobil Corporation, Dallas, Texas (1981-2000)
Director of Operations, Downstream Business, 1980-1999
Held various positions in Downstream Planning, Product Supply, Manufacturing, Distribution, Logistics and Enterprise Transformation.

Carborundum Company, Niagara Falls, NY (1976-1981)
Director, Manufacturing & Supply Chain, 1975-1980

Eaton Corporation, Philadelphia, PA (1973-1976)
Manager, Manufacturing & Supply Chain, 1973-1975

IBM World Trade Corporation, Madras, India (1970-1973)
Marketing Manager, Sales & Marketing, 1970-1973

Bharat Heavy Electricals, Trichy, India (1967-1970)
Manager, Industrial Engineering, 1968-1970
Management Trainee, 1967-1968

EDUCATION

School of Management
State University of New York at Buffalo, Buffalo, NY
MBA in Operations Management, 1978

National Institute of Technology, Warangal, India
B.S. in Mechanical Engineering, 1967

Leadership Development program at HBS (2005)

CERTIFICATIONS

Certified Financial Planner
CFP Board of Standards, 1985

Certified Fellow in Production & Inventory Control
American Production and Inventory Control Society, 1985

INDUSTRY EXPERTISE

Discrete Equipment Manufacturing

Oil & Gas / Chemicals

Pharmaceuticals

Consumer Packaged Goods

FUNTIONAL EXPERTISE

Supply Chain Strategy

Supply Chain Planning & Optimization

Manufacturing process & automation

Sourcing & Procurement

Sourcing & Procurement

Supply Chain Finance

Distribution & Logistics

Transportation

ERP/SAP Implementation

e-Commerce Implementation

Project & Portfolio Management

Supply Chain Analytics

TEACHING

Courses Taught

Introduction to Supply Chain Management (Rutgers Business School; UG)

Fundamentals of Project Management (Rutgers Business School; UG)

SCM Industry Client Projects (Rutgers Business School; UG)

WORK EXPERIENCE

ESTEE LAUDER COMPANIES, NEW YORK, NY

March 2008 – June 2021

Vice President, Global Supply Chain

July 2014 - June 2021

Global Leader for process development initiatives to improve operating efficiency and business performance through innovative process and technology solutions. Manage business unit implementation and training. Establish operating metrics and best practices to achieve strategic business goals.

- Directed the implementation of network optimization strategies, effective labor management at distribution centers, streamlined order management and fulfillment processes and launched Business-to-business e-Commerce solutions.
- Managed a portfolio of supply chain transformation projects including inventory optimization, efficient new product launch, procurement cost reduction, Sales & Operations Planning and optimization of Advertising & Promotions spend.
- Reduced distribution cost by 18% by optimizing transportation routes and direct shipment of finished goods from the sourcing plant to the retailer DCs.
- Increased revenue and reduced operating cost through the use of e-commerce, Robotics/AI and centralization of customer service.
- Increased warehouse labor efficiency by 12% by implementing a comprehensive labor management system at 16 distribution centers globally.
- Implemented a Corporate KPI Dashboard to track sales, returns, operating cost and inventory by line of business, brand, geographic region, market and function.
- Managed outsourcing of all customer service, credit administration and Accounts Receivable services to a third-party global services provider.

Vice President, Strategic Modernization Initiative

March 2008 - June 2014

Program Director for global business transformation to harmonize supply chain, procurement, manufacturing and distribution processes across the enterprise. Managed all aspects of the program including process design, technology solutioning, organization alignment, cost & schedule management and change management.

- Developed seamless and integrated processes for the entire value chain from product development to commercialization resulting in cost savings in excess of \$100 million dollars per year.
- Implemented state-of-the-art demand and supply planning solutions improving forecast accuracy by 15% and order fill rate by 12%.
- Implemented production and materials planning, shopfloor execution and quality control processes for 10 plants in two continents resulting in significant efficiency improvements.
- Implemented best-in-class e-procurement for direct and indirect purchases including rollout of supplier portals and EDI for 1,200+ vendors.
- Implemented efficient order management functions in over 50 countries and full automation of 20 warehouses worldwide.
- Established KPIs and implemented Business Intelligence and Reporting systems and dashboards.

JOHNSON & JOHNSON, New Brunswick, NJ

December 1999 - March 2008

Executive Director, Consumer Goods

June 2004 – March 2008

Program Lead for implementing integrated planning, manufacturing, distribution, inventory management and financial processes across four manufacturing plants, three distribution centers and several third-party facilities in U.S., Canada and Puerto Rico.

- Managed a team of 65 to design and develop common, integrated processes enabled by SAP for manufacturing, procurement and order to cash.
- Implemented the integrated solution at all plants, warehouses and 3PL locations with links to local factory automation and process control systems.
- Established a Center of Excellence to formalize best practices and provide continued process excellence and technology support.

Senior Director, Pharmaceuticals

December 1999 - May 2004

Manage a team of professionals to enhance supply chain product planning, procurement, manufacturing and inventory management processes. Also, implement an integrated process to manage R&D projects from Discovery through clinical trials and commercial launch.

- Implemented a R&D project management system including procurement, laboratory automation, cost tracking and inventory management resulting in annual savings of more than \$25M.
- Developed best-in-class processes and associated system enablement for pharmaceutical manufacturing in the U.S. that comply with FDA regulations.

EXXON MOBIL CORPORATION, Fairfax, VA

March 1980 - November 1999

Held several positions over nearly 20 years in Exxon Mobil's downstream business in NY, NJ, Houston, Miami, UK and Brussels. Some of the key accomplishments include:

- Managed crude supply operations working with suppliers and transportation companies.
- Managed global downstream business planning and budgeting for management approval.
- Led global process development for refinery maintenance, direct and indirect procurement and order management process for the downstream business in EMEA, APAC and LATAM.
- Implemented bulk loading automation at marketing terminals in U.S., Europe, APAC and LATAM.
- Implemented an integrated MRP system for lubricant manufacturing at the Texas refinery.