



## Ramasamy Chandramoulee

C202, Daffodil Avenue, Behind Maratha Mandir, Bavdhan, Pune 411021,  
Maharashtra, India  
Contact +91 8605556677 Email : [cramas@gmail.com](mailto:cramas@gmail.com)

### Career Objective

- To achieve Organization's business imperatives by challenging status quo: build and empower teams: innovate: and maximise bottom line.

### Career Highlights

- Achiever: Business-focussed Technical Management professional, with 30 years of sound experience and outstanding record of successes in Manufacturing environment: Productivity, Capability, Costs, Quality, Service Delivery, Employee Engagement.
- Change Agent: Belief in releasing Human Potential : Coached multi-cultural teams: retrained staff, improved morale and productivity : Multi-functional and multi-skilled, Autonomous Work Teams: Realisation of Full Business Potential through Bench-Marking.
- Believer: Demonstrated passion for excellence through Processes, Systems, tools & people:
- Awesome successes in changing perception of customers

### Career Progression

#### Consultancy / Training 2019 / 2020

- Bharat Aluminium Co, Korba Consultancy ongoing
- Hindalco Taloja : Training of Graduate Engineer Trainees Oct 19
- Hindalco Hirakud : Training of Graduate Engineer Trainees Sep 19

<b>Consultant – African Steel Holdings Limited</b>	<b>May-July 2018</b>
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African Steel Holdings Ltd. Is part of Parco group of Nigeria. Parco is one of the top manufacturing companies in Nigeria involved in manufacture and supply of Steel, Glass and Chemicals. It has many steel plants in Nigeria. Being a major player in building materials, Parco group desires to diversify its

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portfolio into Aluminium as it sees synergy in its chosen field. A well-known brand, involved in manufacturing and supply of Aluminium in Nigeria was sought to be evaluated technically by Parco group before a 'buy' decision can be undertaken. The Technical Due Diligence exercise was conducted by the undersigned across all the Aluminium companies of the brand in Nigeria. Report identifying the status of various machine centers, Operating practices, scope for improvements, phase-wise investment plans, accrual of benefits, was presented to the Management. In the run-up to evaluation of equipment condition, Condition monitoring analyses was performed on important machine centers with rotating machinery. A technique, called Overall Equipment Effectiveness (OEE) was used to arrive at acute and chronic problems limited performance of Aluminium Plants.

**Consultant – Manaksia Aluminium Company Limited**

Mar 18

MACL, Haldia, near Kolkata, West Bengal is engaged in manufacture and supply of Aluminium Coils (Plain, Embossed and Coated) for Roofing industry,

A review of their operations was performed to identify scope for improvement in terms of Quality, Cost and Productivity. Recommendations were made for improvement in above areas.

**Consultant – Endurance Technologies Ltd, Chakan, Pune District, Maharashtra Aug 15 – Jul 17**

**Endurance Technologies Limited** is one of India's leading automotive component manufacturing companies. Started as Anurang Engineering Company Private Limited 30 years ago, which merged into Endurance company in 2006, commenced manufacturing of aluminium castings in Aurangabad, Maharashtra, India. Over time, the Group has grown organically in India and diversified its capabilities. The Group operates 18 plants in India and 7 plants in Europe and generates a group turnover of US\$ 825 million. Today, Endurance Technologies is the largest aluminium die casting manufacturer in India and one of the leading automotive component manufacturers in aluminium die casting (including alloy wheels), suspension, transmission and brake systems. The Company is a complete solution provider from design to after-market service.

*In its quest to become a cost-effective and preferred supplier status with its customers, the group seeks to build, own and operate backward integration process, namely supply of liquid aluminium metal produced from Aluminium scrap, to its die cast shops*

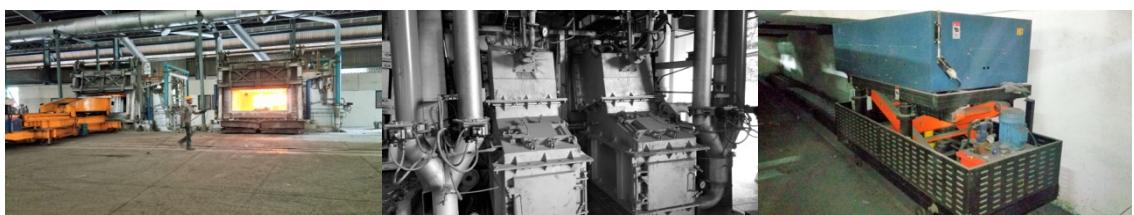
Responsibilities include

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- To provide technical support for the Group's Aluminum recycling activity for single furnace start-up and subsequent operations
- To advise and set up state-of-art Aluminum recycling hardware for delivery of liquid Aluminum to Die Cast shops in Chakan within stipulated time
- Scout, evaluate and recommend suitable vendors for hardware purchase, installation and commissioning.
- Train engineers and shop floor personnel for effective operations and maintenance for continued suitability.
- Support Management Team to achieve critical success parameters, namely Cost, Quality and Delivery
- Help achieve ROI within 2 years.

### Notable Achievements:

1. Commissioned successfully first 6 t capacity Aluminum melting-cum-holding furnace with Regen burners in Six months' time from finalization of order. Second furnace followed by 3 months.



2. Achieved Fuel efficiency that is 35% better Performance Guarantee offered by equipment supplier
3. Achieved designed productivity of furnaces through establishment of Standard Operating Practices, development of Operating systems and training of skilled and semi-skilled shop floor friends.
4. Successfully commissioned Electro-Magnetic Stirrer (EMS) for improved efficiencies.
5. Established Maintenance Management system for continued suitability

### Notable Failures / Learnings

- Assimilation / Internalization of Best Practices at Work place should not be taken for granted.
- Senior Management involvement is absolutely necessary for success of any plan
- Hate it or love it, only last-minute gasps help in completion of activities.

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**Executive Director - Tower Aluminium (Nigeria) Plc, Lagos, Nigeria**

Apr 05 – Feb 13

*Tower Aluminium (Nigeria) Plc is a part of Comcraft Services Ltd based in London, which has a global presence in over 40 countries, with an annual turnover of \$ 3 billion worldwide.*

*The group comprises Tower Aluminium (Nigeria) Plc having 6 divisions (involved in conversion of primary aluminium metal ingots for the manufacture of aluminium flat rolled products, roofing sheets, extruded profiles and cookware) and 6 other Companies, with an annual group turnover of about \$ 300 million and is the largest primary aluminium converter in West Africa.*

*As Strategic Business Head of Cookware and Aluminum Rolling divisions, the core focus and key result areas has been commissioning and commercial operation of backward integration projects associated with Aluminum rolling, Volume and Service delivery to Customers, implementation of ERP (Enterprise*

*Resource Planning) system, supply chain management, creation and successful operation of Autonomous Work Teams and introducing Standard Operating Procedures (SOP) in the units, besides top and bottom line growths . Reporting to the Group Managing Director.*

## **Notable Achievements**

- Successfully commissioned projects valued over US \$ 30 million.
- Pushed the existing set of facilities towards record levels of production releasing full business potential.
- Doubled turnover from US \$ 40 million to US \$ 85 million per annum.
- Successfully increased the technical content and productivity of indigenous work teams. Introduced concepts like Overall Equipment Effectiveness (OEE), Management by Objectives (MBO) and Team Working
- Accomplished the make-over of customer's perception from 'arrogance' to 'Customer-oriented' Company by sensitizing relevant personnel involved at 'the moment of truth' – product performance and service quality.
- Embarked on product promotions and campaigns – a change from passive mode to aggressive mode
- Successfully led implementation of an ERP (Enterprise Resource Planning) system across all functions for better and informed decision making. Released free cash flow by unblocking inventory.

## **Notable Failures/Learnings**

- Replication of successful best practices does not work when Cultures are different. No amount of efforts worked in establishing a reporting relationship that cuts through hierarchy.

**Vice-President – Hindalco Industries Limited, Taloja**

Jan 04 – Feb 05

*Hindalco Industries Limited is the Flagship Company of Aditya Birla Corporation Ltd dealing with Aluminum and is geographically distributed in various states of India with a turnover of over US \$ 600 million annually.*

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*Was responsible for successful operations of Taloja Complex. Reported to the President – Sheet Business.*

### **Notable Achievements**

- Improved productivity of operating personnel by 20% through right-sizing and enhanced output rates at machine centers
- Improved production capability by 10% through improvements in utilization of key machine centers
- Reduced fabrication cost by 5% over previous year.
- Improved free cash flow and PBT of the Plant.
- Focused improvement initiatives in the areas of Overall Equipment Effectiveness (OEE), Zero Leakage and Zero Defect movements.
- Successfully led the Plant towards the Chairman's SILVER Award for Excellence in Manufacturing.



- Lead the Plant towards accreditation to Occupational Health and Safety Accreditation System (OHSAS).
- Championed Six Sigma projects in the plant.
- Brought in systems and procedures in Planning and Scheduling functions for On-time-in-full delivery to customers.
- Improved Employee satisfaction index from previous survey. Undertook Community Development initiatives like literacy, health and hygiene of the underprivileged sections of the society.

<b>General Manager – Hindalco Industries Limited</b>	Jan 00 – Dec 03
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### **Notable Achievements**

- Converted existing Business model from a high cost metal producer into a profit making alloy ingot production and selling unit.
- Led the Plant successfully towards the accreditation for the 'Environment Management System' - ISO14001:1996.
- Was responsible for operations in the areas of Sheet Mill – semi fabricating Plant and Remelt (Rolling ingot production center)
- Initiated Organizational Restructuring and formed autonomous, empowered work teams in shop floor. Today, this process is irreversible.

<b>Senior Manager – Hindalco Industries Limited</b>	1993 – 2000
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## Notable Achievements

- Conceptualized the Corporate strategic initiative of adding third party metal to the metal-short semi-fabricating system (1993-95)
- Conceived, visualized, designed and commissioned the one and only Aluminium Scrap Recycling plant from 'paper to production', India's one and only state-of-art, energy – efficient Aluminium Scrap Recycling Plant – 1996.
- Presented Papers at various forums highlighting eco-friendliness & cost-effectiveness of Aluminium recycling.



- Installed and commissioned a state-of-art Remelt for production of 34,000 tonnes per year of Rolling Ingots. This unit is equipped with a 31-tonne Melter, 31-tonne tilting holder, an in-line degasser, a rigid media filter and a vertical DC casting machine (1998).
- Set up systems and procedures for producing world class rolling ingots in terms of internal metal cleanliness, grain size and shape for sheet rolling requirement.
- Presented technical paper on 'Impact of inert gases in Aluminium refining' at annual TMS Conference, Annheim, Los Angeles, USA
- Successfully led the Taloja Plant from the front for the accreditation in ISO 9000 Quality Assurance System.

## Notable Failures

- Stand-alone, satellite project dealing with recycling of Aluminium scrap. Minimal support from Big Brother. Bottom end of food supply chain.
- Stagnant career for a decade due to indispensable position and with no successor in horizon.

<b>Previous experience starting as Process Engineer with Indian Aluminium Ltd</b>	<b>Aug 81 – Jun 93</b>
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## Notable Achievements

- Achieved reduction of 10% in energy cost through review of Electrolytic cell designs, thermal balance studies and development of mathematical models.
- Successfully developed an indigenous personal protective gear for by Aluminum Smelter personnel
- Winner of Outstanding achievement awards twice for innovations at work place.

## Tertiary Education

1981    Master of Engineering (Chemical Engg) from Indian Institute of Science, Bangalore, India

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## Other Information

- **Software** –SAP (ERP): GEMMS (ERP): Octopus- E (ERP): MS Office-word, excel and power point.
- **Solutions Deployed**- Sales and Distribution, Manufacturing, Payroll, Material Requirement Planning and Scheduling (MRP), Purchase and Inventory.
- **Industries**- Manufacturing

## Personal Information

- Date of Birth 25-Dec-1956.
- Nationality Indian.
- Passport Number Z 2281263 (Valid till Nov 2021).
- Family Status Married with twin daughters (employed in The Netherlands)

**References:** Available on request