

Areas of Interest:

- ◆ *Teaching, Training & Motivating graduate Students and Young Professionals in Industry 4.0*
- ◆ *Developing digital educational techniques for learning communicative English*
- ◆ *Futurism*

EXECUTIVE SUMMARY (18 yrs. IT + 14 yrs. of Manufacturing)

Sales & Solutioning

My last position was **Associate Director** in IBM India Pvt.Ltd. having started my IT career as a SAP professional with PricewaterhouseCoopers Consulting since Feb.1998.

I was leading a group of Solution Managers involved in working out effective and competitive RFP responses for large ERP deals for global clients spread across the world.

In PwC had won the country's first SAP Application Hosting contract from Alstom T&D / Areva and program managed the full scale implementation and remote maintenance support for the entire organization.

General Management & Program Management -

Prior to this as the **Practice Area Lead** for all Electronics Industry accounts having SAP, my portfolio for application maintenance and development services, included some of the large global clients' like: Medtronic, Lenovo, Avaya, Panasonic, Sony-Ericsson, Sony Corporation, Global Foundries, AMAT, Celestica etc. I was responsible for End to End Delivery and to ensure satisfactory performance from SLA, service delivery, quality, profitability and client satisfaction perspective.

Integration Manager of the Nestle and Phillip Morris accounts managing the roll out programmes from offshore across multi countries involving a team size of 1000+ resources located in multi delivery centers across the world.

Operations lead – SAP for the IBM India organization covering 5000+ practitioners across the country and managing the global demand-supply for SAP resource deployment in the various projects spread across the globe.

Member POSH Committee

Lead – CSR for eastern zone

Campus Relationship Manager

Account / Delivery Management -

I have been the **Account Manager** for the implementation of SAP at Alstom Ltd's(Areva) switchboard / components and motors businesses after having played a crucial role in leading the effort for winning the first Application Hosting assignment for SAP (in the country) from Alstom Ltd (Areva). I successfully initiated the practice building of the Application Hosting model for SAP (in 2002), including remote functional and technical support to the client. In addition to this I have managed several other Indian and Global client engagements including Exide, Alstom Motors, Avaya-US, Electrabel -Belgium, Lenovo- China and M-Real –Finland.

Industrial and Research Experience (Non IT) -

I have more than **14 years of industrial experience** encompassing various fields like research and development, production of tungsten carbide based metal cutting tools and managing all the functional areas involved in the running of a medium-scale manufacturing unit as the **Sr.Works Manager**.

Key achievements have been the reengineering of a loss making tungsten carbide cutting tool manufacturing unit in a JV with an Austrian major. As **Head of the Joint Venture project** my

efforts included, identification of suitable overseas technical collaborator, formulating the Technology Upgradation programme, selection, ordering, installation & commissioning of key equipment's.

Teaching , Training and Voluntary services (Post Retirement)

Post superannuation (July 2016 onwards) , I am engaged with some voluntary organizations involved in reaching out digital teaching aids for the rural children , organizing seminars in the field of latest developments in science and technology and giving lectures at engineering colleges on topics related to Industry 4.0 (AI , 3-D Printing , Advances in Transportation , IOT etc.) , for motivating students to move into the digital age and also train them on Soft-Skills and Interview preparation.

Member of a team developing App based tools which enable students of Bengali medium schools to learn written and spoken English. The tool is being further upgraded to cater to university graduates preparing for job interviews and for people to improve English communication at their work domain.

Conducting training in Project Management and Leadership Skills among corporate personnel is my other activity.

I assist and advice (NITTTTR (National Inst. of Tech. Teachers Training and Research) on their T & P activities.

EDUCATIONAL QUALIFICATIONS

- Ph.D. in Engineering, I.I.T., Kharagpur, 1986
- B.Tech (Hons), I.I.T., Kharagpur. 1979, 1st Class
- ISC Exam., De Nobili School , Dhanbad , 1974, National Scholarship.

SELECTED EXPERIENCE

IBM India Pvt. Ltd. (2002 – Jun 2016 -Retired) – Associate Director

- **Solution Design Architect for Large Deals.**

Being a part of the Sales team being responsible for developing the entire solution working with various IBM countries , Lines of Businesses and Third Party Assessors (viz.TPI) towards responding to RFP's of large deals (>\$20 million).Activities include coordinating with various solution managers (involved to handle different technologies),optimizing the solution with the help of industry experts , asset specialists and any other SME's relevant to the rfp and to assess the strengths and weaknesses vis-à-vis competition to work out the value proposition for a winning price and proposal. Some of the leading clients' with whom I have worked on RFP bidding are : British Petroleum , Medtronic, DHL British Gas , Sony ,Abbott Labs , E.ON , J&J, Finnish Tax, Veolia, Daimler, Leo Pharma , Orange Communication, Vodafone, Outotec, Deutch Telekom, Electricite de France etc.

- **Practice Area Lead for SAP-Application Maintenance Services**

The portfolio included some key accounts, e.g. Medtronic, Lenovo, Avaya, Panasonic, Sony-Ericsson, Global Foundries, AMAT, Celestica etc. involving about 1000+ practitioners spread globally across multiple delivery centers. Responsibilities involved managing all delivery related KPI's for each of these accounts, being responsible for managing all client escalations and also work with IBM counterparts in client countries for managing the project financials and productivity improvement activities. Apart from being responsible for project staffing and ensuring SLA compliance, other major responsibilities included supporting sales team in RFP

process, ensure practice/skill building and account growth, knowledge management and sharing, encouraging domain knowledge amongst practitioners, leading hiring initiatives, capacity augmentation and de-risking of critical areas.

- **Account Executive – Avaya Communications.**

Avaya is a leading global provider of communications networks and services which designs, builds and manages communications networks for more than 1 million customers worldwide, including 90 percent of the FORTUNE 500®.

Achievements since 2003 for Avaya include 65% saving in support hrs (80% in dollar terms) and graduation to a more flexible IT spending model thus reducing overall application maintenance costs. Enablement of the ‘Software Factory Delivery’ approach and Lean Sigma methodology helped in achieving these savings.

It took several months and years efforts to reach the desired maturity level in terms of - Quality of Deliverable, One Teamness, Trust, Understanding and Confidence. The key to the whole thing was proactive and timely communication, complete transparency in all transactions and a unified common agenda of delivering value to the customer and understanding the real pain points of the customer.

My role as the account executive was to lead and enable the team in achieving the above success and to fine tune the ‘right delivery’ model for the account. The experience of this account is being replicated in other IBM India projects.

- **Account Executive - Lenovo**

Lenovo is a global company with executive offices in Raleigh, North Carolina, USA, Beijing, China, and Singapore.

IBM helped Lenovo implement a new Global template involving Supply Chain and CRM applications like SAP (ECC, CRM, BW, Channel Mgmt., GTS), i2 for SCM, and several custom applications across all geos of Lenovo .

My involvement as the Account Executive was from the start up phase of setting up the support team, plan and execute the transition and migration and eventually lead the team to a successful and continuing steady state support with committed SLA’s. Managing and coordinating with delivery centers across the globe ,viz. India , China and USA to meet all relevant KPI’s of the client was critical as Lenovo was getting transformed from a local Chinese organization to a global one becoming the third largest PC maker of the world.

- **Operations Lead for SAP Division**

In this role, I was involved in analyzing the Global demand flow for SAP and managing the 5000+ resource pool and 100+ projects for fulfilling the global demand. This involved managing the dynamic resource requirements in combination with skill mapping / training needs / visa requirements / fulfillment deadlines etc. One of the key challenges in this role was analyzing the demand trends of pipeline accounts, hiring pipeline and roll offs to assess and forecast the supply capabilities.

- **Account Manager – SAP Implementation (Alstom / Areva)**

Alstom (Transmission & Distribution Business ,later known as Areva India is one of the leading suppliers of protection and control equipments, medium voltage switchgear systems and services to the power generation, transmission and distribution, rail transport and industrial infrastructure markets with a current business of Rupees 2000 million. The project involved implementation at its two factories in Kolkata, four regional offices, EDS business at Chennai and their HO at Chennai. The LMU (light motor unit) of their Rotating Motors group at Calcutta

along with four regions and eighteen branches were also implemented simultaneously by the same team.

As a program manager, I led the implementation team through the full life cycle using IBM's Ascendant methodology (Sales-Implementation- Support). Being a first of its kind of project in this country (Application Hosting), apart from the usual SAP implementation procedures, I also guided the team in setting-up the data center and connectivity for hosting both the development and the production server. I had planned the entire hosting services setup including designing the call –log in and resolution database and defining the various SLA's and KPI's. **This project was selected by IBM as the one of the best innovative projects for the year and was recognized with the 'One Team' award.**

Pricewaterhouse Coopers (1998 to 2002) – Principal Consultant

- **SAP Implementation - Exide**

Exide industries Ltd., the largest manufacturer of lead acid batteries in India has the widest range of automotive and industrial batteries being manufactured at 8 factories and distributed through more than 25 branches / regional offices across the country and a growing exports market for most of its products.

The SAP implementation project at Exide involved high amount of business process complexities arising out of planning and distribution across multiple locations, wide range of product and customer segments, and SBU-wise accounting and sub-contracted procurement. The modules implemented in the first phase of the project include Finance & Controlling, Materials Management, Sales & Distribution, and Production Planning. SAP implementation at Exide went live Big Bang encompassing all locations across the country in April 2000.

I was involved in this project as the team leader of Production Planning Module and Go-Live Coordinator for the eight factories and in-charge of the central helpdesk and was the project manager for the post go-live maintenance support phase.

Industrial and Research Experience (1979 to 1997)

Siel TIZIT Ltd (1991-98) – Sr.Works Manager

At SIEL TIZIT Ltd. (a JV between Shriram Group and PLANSEE TIZIT of Austria, now known as CerraTizit Ltd.), involved in the manufacturing of Tungsten Carbide based tips, tools and inserts for the metal cutting, automotive, mining & wear parts industry, my major responsibilities were:

- In charge of Manufacturing, Maintenance, Quality, R&D and Project activities comprising of - Chemical plant, Powder Metallurgical Processing plant and Tool Manufacturing plant.
- Headed the JV project implementation (investment of Rs.300 million) consisting of: JV contract finalization, Technology Up gradation and BPR. This included - selection of state of the art machineries, ordering and commissioning of the equipment's , designing documentation and training plan for the technology transfer team and evaluation and successful implementation of man power optimization scheme as a part of the JV project.

Sandvik Asia Ltd. (1987-90) – Sr.Research Engineer

At SANDVIK ASIA Ltd. (Member of the world's largest manufacturer of metal cutting tools with a market share of about 26% worldwide) major areas of experience were:

- Developing a process for the extraction of Tantalum and Niobium oxides in collaboration with BARC.

- Developing a 15 T per year chemical pilot plant (as per global standards) for the extraction of high purity cobalt & tungsten powder from cutting tool scrap (won the Best In-House R&D award from Ministry of Science and Technology).
- In charge of Chemical (Hydrometallurgical) plant for the production of Tungsten and Cobalt powder. Areas of operation included - Leaching, Solid / Liquid separation, Ion - Exchange, Solvent Extraction, Pulverizing, Oxidation and Reduction, Effluent Treatment etc.

Regional Research Lab - CSIR (1985-86) – Scientist B.

Regional Research Laboratory, Bhubaneswar (CSIR) – Research in non ferrous extractive metallurgy of Copper, Nickel and Cobalt. Won a Patent for developing an efficient process for manufacturing battery grade manganese dioxide from ore using direct reduction technology.

Davy Ashmore India Ltd. (1979-80) – Graduate Trainee

Davy Ashmore India Ltd. – design of cold rolling mills for ferrous and non ferrous materials.

RECOGNITIONS

- Member Gov.Body – Camellia School of Engg and Technology.
- ex-Member of Gov. Body – Govt. College of Eng. and Leather Technology
- ex-Member of Gov. Body – Govt. College of Eng. and Textile Technology
- Life Member –Indian Institute of Metals
- Member of Gov.Body – Indian Association for Productivity, Quality and Reliability.
- Winner of ‘One Team’ award of IBM for winning and executing the first SAP Application Hosting project in (2003).
- As part of R&D team of Sandvik Asia won the ‘Best In-House Research Lab in Materials Science’ – Awarded by Dept. of Science & Technology - 1988
- Invited to attend ‘Young Scientist Meet’ with the Prime Minister of India in 1989.
- Publication - 5 papers in International Journals and 11 papers in National journals and Conferences
- Patent - 1
- Guest Faculty – IIM Calcutta , VGSOM – IIT Kharagpur
- PhD Thesis examiner – IIM Calcutta
- MBA Thesis examiner – VGSOM –IIT Kharagpur
- At IBM - Lead for campus recruitment, member POSH committee, Head - CSR for eastern region, University Relationship with IIT - Bhubaneswar.
- Trustee , Abhedha Foundation (www.abhedafoundation.org).

PERSONAL INFORMATION

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LIST OF PUBLICATIONS

1. Elon Musk – A Disruptive Thinker, Inventor and Entrepreneur , - **Science & Culture** , Vol.83,No.9-10 ,Sept-Oct 2017 , Pg282-287
2. On Some Characteristics of Sponge Iron Produced by Reduction of Hematite Ore fines by a Surrounding Layer of Coal Fines.- **High Temperature Science** , Vol.21 , No.2, April 1986 , pg.119-135. (International publication).
3. Thermo gravimetric Studies on Reduction of Hematite Ore Fines by a Surrounding Layer of Coal or Char fines. Part I , Isothermal Kinetic studies , - **Thermochimica Acta** , V 95 , 1985 , Pg.235-248. (International publication).
4. Thermo gravimetric Studies on Reduction of Hematite Ore Fines by a Surrounding Layer of Coal or Char fines. Part II , Non Isothermal Kinetic studies , - **Thermochimica Acta** , V 95 , 1985 , Pg.247-256. (International publication).
5. Studies of Reduction of Iron Ore Fines by Coal fines by Statistical Design of Experiment. - **Trans. ISI Japan**, Vol 26 , Feb 1986 , pg 101-106. (International publication).
6. Isothermal Reduction of Iron Ore Fines Surrounded by Coal or Char Fines. - **Ironmaking and Steelmaking**, 13 (5) , 19886 , pg 229-235. (International publication).
7. Direct Reduction Process in Externally Heated Shaft Furnaces using a Solid Reductant, - **Trans. I.I.M.**, Vol 35 , No. Special, Dec.1982 , pg 21-27
8. Reduction of Iron Ore by Coal – Studies on a Real System .- **Workshop on Research Needs in Mineral Processing and Chemical Metallurgy** , I.I.T , Mumbai , March 1983 , Pg.24-32.
9. Metallization Characteristics of Indian Iron Ore Fines when Reduced by Coal Powder in Concentric Layers. - **Steel India**, Vol.7, No.1, 1984, pg 39-42.
10. Studies on the Reduction of Manganese Ore by Sintering Technique. - **Trans. I.I.M.**, Vol 41, No.6, Dec.1988, Pg 547-551
11. Studies on the Leaching of Reduced Manganese Ore Sinters. - **Trans. I.I.M.**, Vol. 41, No.6, Dec.1988, Pg. 553-558.
12. Extraction of Nickel from Iron Bearing laterites and Chromite Overburden using Pyrometallurgical Techniques. - **Proc. Of National Symposium on Nickel & Cobalt Metallurgy**, Bhubaneswar, Oct. 1986, Pg 30-31.
13. Kinetics of Reduction of Iron Ore Fines Surrounded by Coal or Char Fines. - **Proc.Int.Conf. on Progress In Metallurgical Research: Fundamental and Applied Aspects.** , Feb 1985 , I I T Kanpur
14. Pyrometallurgical Preconcentration Techniques for the Recovery of Copper, Nickel and Cobalt from Copper Converter Slag. - **Mineral Processing & Extractive Metallurgy Review.** 1992, Vol.9, P.213-222.
15. Current Practices in Tungsten Extraction & Recovery. - **High Temperature Materials and Processes.**, Vol 9,Nos 2-4, 1990 , Pg.147-162
16. **Patent** - Development of a New Technique to Reduce Manganese Dioxide to Manganese Monoxide in Manganese Ores. (for making battery grade manganese monoxide).
