

MURALITHARAN SUBRAMANIAM, PMP, CSSP, LSSBB

VP / SR. DIRECTOR – OPERATIONS / GLOBAL SUPPLY CHAIN / PROGRAMS

Strategic Business Partner with Blend of Operations, Supply Chain and Program Management Know-how

Leveraging operations, logistics, systems and management know-how, Murali Subramaniam has created vision, developed plans and driven innovation in global sourcing, procurement, operations and program management in the US, Asia, and Europe. Doing so, he has made sourcing and procurement a source of profits and competitive advantage.

*Supply Chain
Purchasing
Inventory Management
Lean Six Sigma
Project & Program
Management QA
Cost Control
Capacity Planning
Strategic Planning
Data Analytics
SOP
Advance Planning Schedule
Real Time Dispatch (RTD)
MRP11
ERP
Automated Material Handling
Systems
Budgets*

Murali has consistently spurred growth, increased productivity, reduced costs, improved profitability and expedited product to market for global consumer manufacturers. He has a proven record of streamlining processes, reducing inventory, enhancing productivity and improving quality, while increasing ROI, on-time delivery and customer satisfaction.

A seasoned executive offering a unique combination of management expertise and business acumen, Murali has achievements that include, but are not limited to optimizing, inventory levels, applying cost engineering techniques and revising procurement models to improve margins, enhancing sourcing process and procedure to boost sales, shortening supply chain lead times and turning around foreign-based operations.

A team builder and effective communicator, Murali has demonstrated the ability to establish and maintain C-level relationships, reengineer processes, develop multi-functional teams to support strategic initiatives and produce meaningful and measurable growth and success throughout his professional career.

His approach is nothing new. It is the execution that sets him apart. It involves, in part, managing operations to improve production efficiency and reduce costs . . . achieving buy-in from diverse stakeholders, creating common vision and consensus . . . building, training and leading high-performance teams that exceed expectations . . . and sourcing and procuring materials, products and production globally.

Murali is an outstanding problem solver adept at aligning operations and business strategies and utilizing assets to achieve bottom line objectives. He is a creative executive with motivational abilities that exude loyalty, professionalism and commitment to excellence.

Skilled in providing strong strategic and tactical leadership and solving complex business challenges, Murali is an accomplished change agent who has delivered sustained performance over his career. Viewed by peers as an energetic leader, he excels at leveraging his knowledge with a tireless work ethic to deliver results, turning challenges into opportunities.

Murali is an innovative leader, who turns ideas into action and measurable high growth results. He recognizes issues vital to organizational success and then focuses his team on overcoming obstacles to progress. He is forward thinking, metrics driven and detail oriented with proven strengths in prioritizing/managing multiple tasks. He possess a unique blend of leadership, vision, experience and ability to drive top line performance. With his many past contributions as a foundation, he looks forward to the challenge of adapting quickly to a new environment and continuing his record of leadership, performance and personal accomplishment

Career History and Accomplishments

Director - World Wide Outsourcing

Littelfuse, 2018 to Present

Joined Littelfuse as Outsourcing Director to improve Supply Chain performance. Introduced Supplier Relationship Management, SRM, by establishing Quarterly Business Review with Top Ten Suppliers. Built Selection criteria for Long term Strategic Partnership with Suppliers for Outsourcing Operation. Key Achievements:

- Led the overall outsourcing operations for the rapidly growing \$600M Littelfuse Semiconductor Business Unit (SBU) working with 54 suppliers/vendors.
- Executed \$300M revenue generation from Outsource Partners that span across three continents . Major operating locations includes China, Philippines, Taiwan, Japan, Thailand, United States, and Eastern Europe.
- Improved cost by 30%, delivery to 92%, cycle time by 50%, while increasing social responsibility across Littelfuse SBU outsourced business.

Selected Accomplishments:

- **Improved critical outsourcing supply chain KPI 50%.** Company lacked visibility on the supply chain network. Needed to establish KPI to measure schedule adherence. Determined outsource partners performance required immediate improvement. Developed and completed action items to provide continuous improvement among supply chain partners. Increased Schedule Adherence from 62% to 92%, improving customer satisfaction.
- **Created and implemented Supplier Selection and Rating methodology.** Supplier selection just based on cost was very harmful to overall supply chain strategy. Needed balance between cost, speed and quality and to incorporate the current risk level of supplier and if they will be an asset or liability in future. Developed matrix that encompassed Technology, Quality, Cost, Financial Stability and Service (TQCFS) to rank suppliers in Supply chain pipeline. Supplier selection now not just based on cost from procurement team but from A team that consist of Finance, Procurement, Product Marketing, Quality and outsourcing department.

Sr Director - Project Management

Globalfoundries, 2015 to 2018

Established Factory "Vision 4.0" for New Factory in Cheng Du China. Chaired Program that encompasses team members from four continents. Executed IT infrastructure, leading edge factory automation, shop floor automation and big data modeling to achieve Industry 4.0 Vision. Directed Global Lean Management to reduce Silicon Waste that saved company \$16 Million dollars.

Selected Accomplishments:

- **Coordinated global waste reduction efforts, saving \$16M annually.** Due to world-wide shortage in Silicon, asked to lead Global coordination in addressing Global Silicon Supply that is limiting revenue

generation. Needed to evaluate possibility of repurposing Silicon from non-value-added activity to revenue generation opportunity. Coordinated Test Wafer usage effort for Global foundry world-wide operation. Established global wafer team and looked into using recycling test wafers instead of new test wafers. Increased Recycling usage from 50% to 65%. Reduced spend from \$54M to \$38M.

Sr Director - PMO

Globalfoundries, 2014 to 2015

Integrated Manufacturing Operation with newly acquired Manufacturing Site to achieve operation synergy and optimize Operation spending. Achieved \$30M dollars in saving thru Operation Value Streaming.

- **Played key role in IBM site integrations, saving \$30M in SLA spending.** Asked to join M&A team to integrate two IBM sites in Globalfoundries Operation. Cultivated working relationship with VP of IBM site Manufacturing Operation. Developed integration Plan. Finalized SLA, \$42M for next three years from IBM for continued support on ongoing IBM operation. Achieved successful day one operation integration with ZERO system interruption. Reduced SLA spending with value stream mapping. Became self-sufficient in 18 months vs 36 months.

Sr Director - Plant Management Fab 8

Globalfoundries Malta NY, 2011 to 2014

Responsible for Manufacturing Operation, Production Control, Factory Automation, Shop floor Execution, Logistic & Warehouse Management. Key Accomplishments:

- Established state-of-the-art automated Manufacturing Execution Solution (MES) which reduced direct headcount 95% and achieved ROI within 2.5 years.
- Warehouse Automation that improved productivity by 100% .
- Created first 100 % error free manufacturing execution environment globally

Selected Accomplishments:

- **Led Greenfield Startup, achieving 100% error free Manufacturing environment.** Given opportunity to bring up an \$8B Greenfield Startup in New York to address following issues: harsh weather condition that might prevent Production workers to come to work; labor relationships; high cost of wages that might impact profitability; very limited talent pool. Designed fully automated manufacturing plant able to operate with bare minimum production operators. Delivered fully integrated manufacturing operation blending software, material handling and equipment providing 100% error free manufacturing environment. Yielded highest Direct Productivity compared to all manufacturing plants in the industry
- **Successfully assumed interim Vice President of Operations role.** Tasked to become interim VP upon resignation of prior VP. On first day of assuming role, storm took power grid down leaving entire site without electricity. Assembled all facilities experts to determine how to restore power. Due to huge damage in power system, needed to rely on national grid which would not provide immediate relief. Authorized plan to bring in power generator to keep critical support system up to run factory at bare minimum power load. Kept factory running for critical qualification lots. Took three with days to get full power up with no impact for key production qualification timeline. Followed up with Risk Management Plan. Developed risk respond plan based on High Impact and High Risk Matrixes. Presented to CEO and asked for budget of \$24M to address the immediate concern. Budget was approved . Action item implemented. No such issue till now.

Sr Director - Manufacturing Operation Fab 1

Globalfoundries Germany, 2011 to 2011

Handpicked and sent to Dresden to turnaround a Manufacturing Plant that was limiting GlobalFoundries revenue generation. Key Accomplishments:

- Capacity ramp from 40K/month to 60K /month thru OEE improvement and Bottleneck Management.
- Put structure and System in place to eventually ramped to 100K/M.

Selected Accomplishments:

- **Improved execution performance in manufacturing operation in Germany.** Asked to help improve execution performance in manufacturing Operation in German Facility. Heavy investment had yielded little improvement in factory outs. OEE on critical tools were as low 50% Vs benchmark of 80%. Educated workforce in balancing Perfect tools condition or over engineering in order to balance with customers expectation. Moved from Six Sigma expectation to 4 Sigma Expectation. Initiated strategic plan to bring up right tool at right time. Developed Roadmap on continuous improvement in output increase. OEE on bottle neck tool improved from 50% to 75%. Provided increase in factory throughput for every tool that is successfully installed. Work life balance, important in German culture, improved.

Sr Director - Manufacturing Operation Fab 7

Globalfoundries Singapore Pte Ltd, 2007 to 2011

Improved productivity 200% by overhauling automated delivery system and optimizing dispatching algorithms. Improved on-time delivery from 75% to 95%.

Selected Accomplishments:

- **Doubled revenue from \$600M to \$1.2B within three years.** Fully automated Manufacturing Operation was not generating ROI on dollars invested in Automation Program. Low Productivity impacting wasted capacity on bottleneck thus reducing revenue. Established KPI to understand Automation utilization. Walked the line to understand why Operators still preferred to do manual operation. Established Automation execution improvement plan and road map to achieve this. Improved Automation utilization from 40% level to 80%. Improved productivity by 266%. Reduced Operator from 700 to 300 people. Less human intervention due high execution level on Automation optimized bottleneck to 95%.

Director of Manufacturing

Chartered Semiconductor Manufacturing, 1994 to 2007

Directed Manufacturing Operation for Joint Venture Alliance between Chartered Semiconductor and Agere System. Managed Manufacturing Operation for First six-inch Wafer Foundry for Chartered Semiconductor Manufacturing.

Selected Accomplishments:

- **Led successful plant shutdown.** Management decided to close first 6-inch Foundry in Singapore and consolidate operation in Woodland campus, requiring 98% of employees to be retrenched. Tasked to meet all last time buy, keep facility operational and employee moral high. Developed Master Plan to execute last time volume. Held monthly meetings with employees to update progress status of last time buy. Managed transfer plan for employees who wanted to continue to work for company. Met 100% of last time buy two months in advance. No business lost due to consolidation. Successfully shutdown plant on time. Managed to secure jobs for 10% of employees in Woodland Campus.

- **Managed joint venture operation, yielding consistent revenue growth.** After 6-inch plant closure, asked to lead and manage joint venture operation between Chartered Semiconductor and Agere System. Relationship was bad as company was losing revenue due to poor delivery. Established KPI's to understand actual situation vs what was being assumed. Identified bottleneck limiting system's output. Developed continuous improvement plan to increase system throughput and capacity. Locked in new capacity allocation based on percentage ownership for each partner. Relationship between partners improved as there was clear visibility on what each partner was getting in terms of capacity allocation.
- **Improved customer satisfaction.** Customers were not getting right product at right time. Procured software to establish business rule and integrate with MES to prioritize production material based on customer due date. Measured Compliance rate for each operator on selecting and processing correct lot as directed by business rule. Customer fill rate improved from 65% to 92%.

Education / Professional / Personal

Education: Bachelor of Science (B.S.), Chemistry, University of Malaya.

Certifications: Project Management Professional (PMP); Certified Supply Chain Professional (CSCP); Lean Six Sigma Black Belt (LSSBB).

Certificate: Big Data and Modeling

US Patent: Logical Formula - #US 9,488,975B2.

Keynote Speaker:

- 300mm Factory Automation . Applied Materials - Korea 2008
- Brooks Automation . Taiwan 2007