



UPENDRA KUSHWAHA

Supply Chain Management | Logistics Operations | Process Improvement | Warehouse Management | Vendor Management | Supply Planning | Supply Chain Analytics | Operations Management

Impressive success in setting up & delivering innovative **Supply Chain & Logistics Solutions** and consistently implement **Process Excellence & Cost Optimization** measures to achieve revenue growth objectives in rapid-change environments

✉ upendra.kushwaha.nitie@gmail.com

☎ +91-8452049422

📍 Kolkata

🌐 www.linkedin.com/in/upendra-kushwaha-50676563

CORE COMPETENCIES

Supply Chain & Operations Management

Logistics (Inbound & Outbound) Management

Transportation Management

Warehouse & Inventory Management

Process Excellence & Improvement

Supply Planning

Contract & Bid Administration

Vendor Management

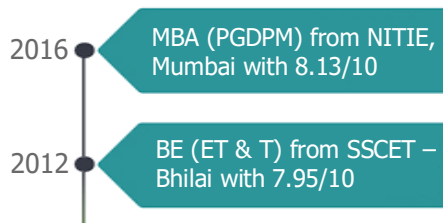
Project Management

Team Building & Management

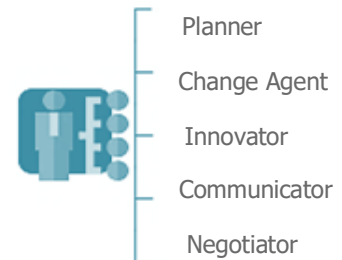
PROFILE SUMMARY

- ▶ A goal-oriented professional with **over 6 years** of experience in **Supply Chain Management, Logistics Management, Warehouse & Inventory Management, Transportation Management, Supply Planning and Vendor Management** across FMCG, e-Commerce and Courier domains
- ▶ **Change Management:** Designing and communicating **Supply Chain Solutions, establishing SOPs** & operating procedures, streamlining workflow and optimizing cost & capacity by identifying best route & mode of transportation, to deliver business objectives for a country-wide Supply Chain Network
- ▶ Exhibiting **thought leadership** in transforming **Supply Chain & Logistics functions** and developing strategies/guidelines for operational & process excellence by creating a culture of continuous improvement
- ▶ Key strategist & implementer with proficiency in **translating business vision and strategy** into operational tactics; currently working as **Supply & Logistics Manager with ITC Limited**
- ▶ Expertise in building business relationship with **Vendors and Freight Forwarders**, assessing contracts /bids and evaluating rejection percentage, improvement rate, delivery timing & credit terms for performance mapping
- ▶ Proven capabilities in effectively establishing **logistics & dispatches strategies**, administrating 2P/3P Operations, and spearheading other supply chain activities such as payment realization, storage and distribution operations
- ▶ Proven capabilities in **managing inventory control** & timely availability of stocks as per delivery requirement as well as dilution of non-moving, slow moving and scraps; implementing material rationalization strategies
- ▶ **Excellent People Manager** with strong skills in **leading large teams of 12 members** for successful **Supply Chain Management** across India

EDUCATION



SOFT SKILLS



CERTIFICATION

- ▶ Certification in **Supply Chain Management** by VSkill (An ISO: 9001 Company)

SKILLS

- ▶ JDE (ERP)
- ▶ SAP
- ▶ MS Project
- ▶ SQL
- ▶ MS Office Suite – Excel, Word and PowerPoint

CAREER TIMELINE



WORK EXPERIENCE

ITC Limited, Kolkata, India
Assistant Manager – Supply Chain & Logistics

Since Aug 2018

Key Result Areas:

- Managing Pan India logistics & distribution operations of Personal Care & Cigarettes Divisions
- Leading execution of over 150 Fleets/Day with an annual freight spend of INR 100 Crores
- Developing strategic agenda across logistics, supply planning & supply chain operations for Process Excellence; designing & delivering innovative solutions and building capability for continuous improvement & cost optimization opportunities
- Streamlining transportation activities of FG/materials from 30 Factories to 56 Warehouses in coordination with over 50 Transporters
- Conducting Root Cause Analysis to identify & investigate logistics issues; conceptualizing Corrective Action Plans to resolve the same
- Spearheading techno-commercial functions including negotiation, contract & bid management and rate comparison; drafting and finalizing SLAs for Supply Chain, Logistics & Project Management activities
- Establishing strategic relationships with vendors/freight forwarders, achieving aggressive targets in terms of cost, quality and delivery
- Devising tactics for excellent logistics / transportation (in compliances, quality & cost) by:
 - Identifying vendor pain points, supporting them through review meeting, process optimization & engagement
 - Introducing various schemes for Win-Win situation / vendors' improved performance
 - Acquiring new vendors to optimize the cost for supply chain
 - Negotiating with Carriers on spot basis
- Optimizing freights through vehicle mix & utilization, direct deliveries, TLB improvisation, truck upsizing and dedicated vehicle use
- Administering Pan India Part Truck Load movement for the entire FMCG categories
- Tracking insurance cases for efficient Claim Management/Settlement in coordination with different stakeholders (internal & external)

Highlights:

- Streamlined operations by **developing MS Excel-based Tool for Root Cause Analysis** to find out reasons for placement failures
- Improved vehicle placement to 97%** within SLA and ensured adherence to **TIT by 99%**
- Reduced freight cost by 9%** by designing a tool to identify correct vehicle type
- Successfully deployed 6 DVs with focus on improving serviceability on critical lanes which resulted in **reducing freight by 5%**
- Brought in scalable change to optimize operations by **installing GPS & Door Sensors** and executing **Consignment Tracker Projects** to mitigate the hijack risks
- Ensured efficient **AMR Clearance** by planning in advance to avoid risk of COTPA, budget & other regulatory changes

Pepperfry.com, Mumbai
Operations Manager

Jul'17 – Aug'18

Highlights:

- Conceptualized, designed & implemented Supply Planning, Logistics, FCO and Transportation as well as Process Improvement Projects across India with focus on optimizing resources, minimizing cost, standardizing processes and improve customer satisfaction index
- Reduced freight by 30% and improved service level by 5.2%** by designing & executing excellent operating strategies
- Successfully minimized OPEX by 30%** through execution of various Process Improvement Projects such as Route Optimization and Incentive & New Pick-up Model Implementation
- Managed 350+ Merchant, 70+ manpower through matrix reporting as well as 8 Direct & 6 Indirect Reportees
- Identified merchant pain points & focus area and mapped their performance by designing & publishing Merchant Score Card
- Organized & led Training Sessions for Supervisors to streamline operations by coaching them on planning, quality, resource utilization and individual performances
- Revamped e2e packaging process & method**, packer specialization, appropriate box sizes and load balancing at workstations
- Spearheaded activities related to supply planning and defined pipeline norms & replenishment cycle to **reduce OOS**
- Facilitated Pre-S&OP and S&OP Cycles Meetings** with all Stakeholders and Executives to discuss on sales plans, issues and risk/issues mitigation plans & actions
- Minimized solid wood out of stock from 45% to 22%** within 2 months of S&Op implementation
- Identified root cause and **revamped complete quality check process** for solid wood within a month
- Got appreciated by:
 - COO & NLM** for **reducing cost by 19%** within 1 month of joining
 - NLM** for **increasing warehouse inventory capacity by 15%** through layout redesign

Major Projects:

- 5S Projects** in warehouses to improve efficiency and minimize wastage
- RCA** - solutions design & implementation to reduce damages & customer complains
- Redesigning of warehouse layout** and packaging tables to improve WH capacity and productivity
- TMS of packaging & QC activity** to reduce cycle time and increase labour productivity
- Packaging inventory optimization** and identification of packaging cost reduction technique
- Key Stakeholder and SPOC from SCM Team in implementing '**Cash on Delivery**' Project

Mahindra Logistics (Client: GSK Consumers & Healthcare Ltd.), Kolkata, India
Deputy Manager - Operations

Feb'16 – Jul'17

Highlights:

- Managed operations related to inventory planning, secondary transportation, inventory management & warehousing for East Region
- Achieved service level by conducting OTIF Analysis and driving improvement actions
- Tracked complete stock including freebees, promo items and gifts and ensured timely availability of the same; conducted review of aged stocks and planned liquidation of the same in coordination with stakeholders

- ⦿ Planned and executed IUTAs to avoid OOS situations at warehouses
- ⦿ Improved fill rate of CSD, CPC, MT and General Trade customer channel
- ⦿ Executed Inventory Analysis, monitoring & controlling in case of FIFO violation, returns, order hold, damages, and so on
- ⦿ Identified & mitigated revenue reversal risks by advance dispatch planning
- ⦿ Conducted Transit Time and PTL/Spill-over Loss Analysis and provided input for freight contract modification
- ⦿ Ensured timely processing of orders by team & coordinated with WH for order execution
- ⦿ Monitored & controlled daily SO executions at WH level to achieve primary sales target
- ⦿ Coordinated with ASMs/BSMs and Sales Team for compilation of secondary forecast data
- ⦿ Led complete functions of 6 warehouses including resource management, audits, quality management, IRA compliance, RCA, Stock Optimization, Sticking/Kitting administration, insurance & claim management and space utilization
- ⦿ Provided training on EHS, System & Processes BPC, ABAC by involving key stakeholders for WSP
- ⦿ Designed and implemented 'PDP' to improve planning and minimize pick/valley
- ⦿ Ensured timely processing of vendor's POs to avoid payment delay and getting NDC from vendors
- ⦿ Liaised with Finance Team for CR, DL, FL hold orders release, payments issues and quarterly closure
- ⦿ **Reduced order management loss by 70%** by developing new Excel-based Tool for identifying errors
- ⦿ **Improved CSD fill rate by 4.2%** by timely identifying stock out SKUs and taking corrective action

PREVIOUS EXPERIENCE

Tata Consultancy Services, Mumbai
Quality Assurance Engineer

Mar'13 – Jun'14

Publication

- ⦿ Authored research paper on '**Telecom Tower Projects, Challenges & Solutions**'; published & presented in PMI National Conference

PERSONAL DETAILS

Date of Birth: 2nd July 1989
Languages: English and Hindi
Address: H. No. 952 W.No. – 07, Korba, CG -495677