

# Sanjay (Jay) Dharma

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*Simplifying inefficient, complex business processes to unlock value.*



## Global Director of Sourcing | Supply Chain | Operational Excellence (OpEx)

### Business Process Transformation • Optimization • Strategic Process Improvements

Strategic thinker with a record of optimizing global supply chain, reducing costs, and improving profit margins. Change agent and C-Suite influencer known for taking on tough assignments and challenging the status quo.

- Business Transformation
- Change Management
- Global Purchasing and Procurement
- Supply Chain Management
- Strategic Sourcing
- Request to Pay (RTP) Transformation
- Category Management
- Best Practices Implementation
- Strategic Planning
- Supplier Risk Management



## PROFESSIONAL EXPERIENCE

**FORD MOTOR COMPANY** | Dearborn, Michigan

### Director of Global Purchasing & Manufacturing (11/2018 – Present)

Led the transformation of indirect global procurement operations and business intelligence processes to improve operational efficiency. Led a team of seven direct reports and a global workforce of 33 to transform shared services operations. Managed a \$185M budget and held P&L oversight for a \$16B operation.

**Snapshot:** Thought leader and change agent for process improvements. Implemented bold initiatives in category management, maturity assessment, business intelligence, and spend analysis – delivering \$300M savings in 2019.

- **Brought transparency to indirect expenses.** Designed and established a world-class closed loop process to bring cost reduction transparency to indirect expenses.
  - ▶ Result: Connected \$300M in purchasing value creation to EBIT – enabling a **\$100M addition to the bottom line** and **\$200M in reinvestments**.
- **Created a three-year, \$1B value creation roadmap to manage suppliers** across 12 service categories. Simplified end-to-end processes and deployed next-generation category management tools, including category maturity assessment framework, digital roadmap, KPIs, and new financial reporting methodologies.
  - ▶ Result: **\$300M in indirect savings**, and a system that enables team to drive supplier performance during the entire life of the contract.
- **Improved efficiency of data and analytic operations.** Created a digital roadmap and utilized workload models, a self-serve platform, automation (RPA) tools, and digital dashboards.
  - ▶ Result: **Saved 6000+ hrs. annually**, reduced published reports by 50%, and repurposed 12 employees.

Continued

## FORD MOTOR COMPANY | Continued

### Executive Champion & Operational Excellence (OpEx) PMO (5/2017 – 12/2018)

Leveraged process improvement expertise to optimize sales and marketing functions in South America and Asia. Built a new OpEx organization – including a talent pipeline of 50 Lean Six Sigma experts.

**Snapshot:** Created a consistent vision to drive market growth and cost reduction in nine international markets while instilling a culture of continuous improvement.

- Developed consistent strategy for managing sales/general administrative (SGA) expenses in nine global markets. Benchmarked structural costs with deep dives. Created best practices deployment path for each market.
  - ▶ Result: Road-mapped **\$100M cost reduction** in SGA, marketing, and other costs – **saving \$20M in 90 days**.
- Led product line profitability (PLP) for international products – **improving variable profit (VP) 7%** by reducing waste, simplifying specifications and improving product availability through demand/supply balance.

### Director of Supply Chain Strategic Planning (Promotion, 9/2014 – 6/2017)

Promoted to lead South American indirect material and strategic planning for purchasing and supply chain. Built a new organization and staffed with value chain engineering talent. Supervised seven direct reports and a team of 55. Managed a \$0.5B capital budget, and a \$3M operating budget with P&L oversight for purchasing and supply chain.

**Snapshot:** Transformed operations and built award winning teams. Mitigated 8% inflation year over year by developing multi-year cost reduction opportunities that offset yearly cost increases of \$150-300M.

- **Reduced indirect spend by \$33M (6%)** by renegotiating contracts related to healthcare, retail, brand media, and other related costs. Restructured and transformed a team of 55 to deliver a 30% reduction in labor costs.
- Developed sourcing and supplier selection strategies as part of a \$2B capital investment plan. **Achieved 10% sourcing efficiency** by leveraging strategic sourcing and total cost optimization (TCO).
- Developed proactive risk management strategy to mitigate supply chain risk in a weak economic environment. **Reduced risk exposure from 30% of total spend to 5%** – an industry best in Brazil.

## EARLY CAREER WITH FORD

**Global Category Manager, Fuel and Ignition Systems** (Promotion, 3/2010 – 9/2014)

**Category Leader, Global Electrical Purchasing & Supply Chain** (1/2002 – 3/2010)



## EDUCATION

**MBA, Operations & Strategy** | University of Michigan | Ann Arbor, MI

**MS, Mechanical Engineering (Merit Scholar)** | Wayne State University | Detroit, MI

**BS, Mechanical Engineering (Valedictorian)** | Thapar University | India



## AWARDS

FORD *President's Award* for Innovative Approach to Business Plan Achievement in Key Commodities