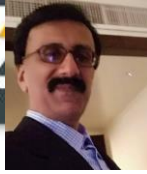


M S RAVI

Senior Project Manager/IICA Certified Independent Director



A versatile professional having 25+ years of profound experience in **Cost & Management Control, Project Management (FICO), Financial reporting & Analysis, Stakeholder Management, Regulatory Compliance, Data Analytics & Reporting, Strategic Planning, Process Improvement, and Team Management** in an organization of high repute.

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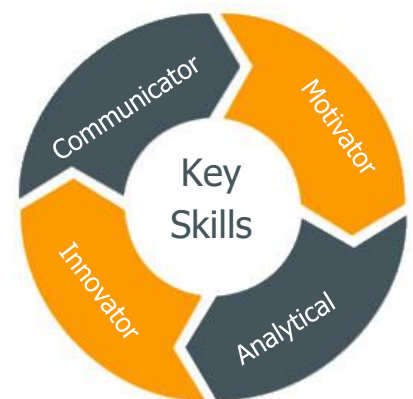
Executive Profile

- **Strategic Project Leader:** Accomplished Senior Project Manager with extensive experience in overseeing complex transition projects, ensuring timely delivery and adherence to budgetary constraints while driving operational excellence.
- **Expert Financial Manager:** Certified Cost and Management Accountant (ICMAI, ACMA(UK) & CGMA(UK)) with a robust background in financial planning, budgeting, and cost control, mergers(IND-AS) audits, driving transfer pricing, profits, receivables, Inventory and people management.
- **Proven Track Record in Governance:** IICA Certified Independent Director with specialized training in corporate governance, ESG practices, and digital transformation from the Directors' Institute under World Development Corporation committed to enhance organizational sustainability and shareholder value.
- **Cross-Functional Collaboration:** Highly skilled in fostering relationships with stakeholders and leading cross-functional teams to achieve project milestones and deliver exceptional customer service, embodying the principle that "Customer is King."
- **Performance-Driven Approach:** Detail-oriented professional known for tracking project and team performance closely, intervening effectively to mitigate risks and drive continuous improvement in project delivery and operational processes.
- **Award-Winning Achievements:** Recipient of the APAC Team Award for collaboration excellence and individual Best Performer Award in 2023, recognized for effective management of transition projects from Australia and Middle East (FICO)and seamless entity mergers.
- **Advanced Analytical Skills:** Strong analytical and critical thinking abilities, facilitating data-driven decision-making and strategic planning, including P&L preparation, variance analysis, and productivity reporting.
- **Mentorship and Team Development:** Passionate about employee engagement and development, actively driving team motivation initiatives and career development plans to enhance productivity and job satisfaction among team members.

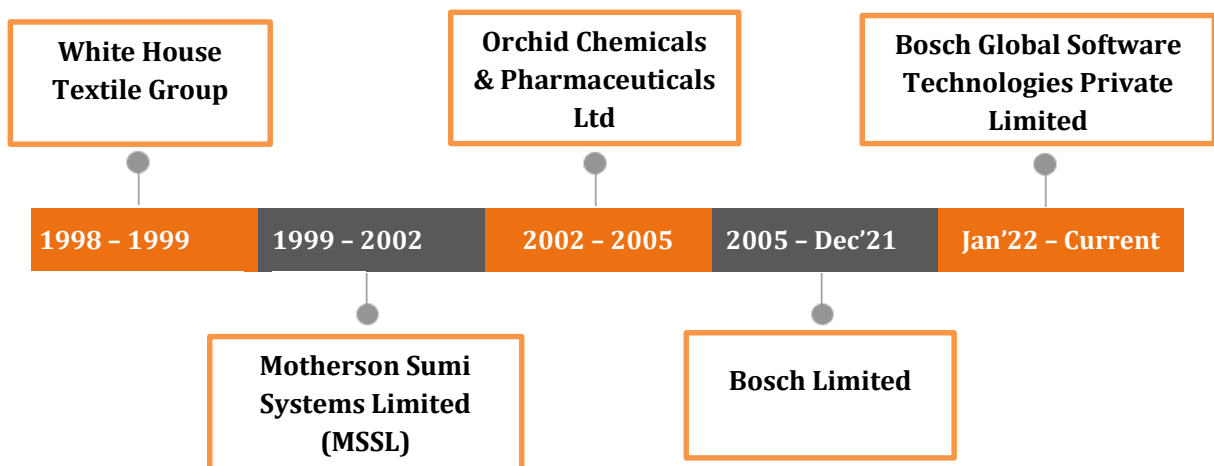
Key Impact Areas

Cash Flow Management	MIS Reporting
Financial Planning & Analysis	Budgeting & Cost Control
P&L Management	Client Relationship
Audits & Control	People Management
Quality Assurance	Process Documentation

Key Skills



Career Timeline



Education & Credentials

- Professional Journey from ICMAI, Kolkata - September 1996
- ACMA & CGMA from CIMA UK
- Certified Independent Director from IICA
- Completed the Advanced Corporate Directors Program from Directors Institute
- B. Com from St. Joseph's College, Trichy (TN) - Silver Medalist
- Published articles in STALWARTZ Digital Magazine on Leadership and also in MMB Board Room Lens
- Cleared E&Y Assessment for exhibiting "Leadership behavior" for taking Senior role
- UdeMy certification on Business Valuation and Life Cycle assessment for BRSR reporting

Professional Experience

Jan'22 – Current: Bosch Global Software Technologies Private Limited, Bangalore as Senior Project Manager

- **Established a Global Hub for Controlling Services:** Spearheaded the setup of a Global Hub to provide streamlined controlling services for internal customers across multiple countries, enhancing operational efficiency, which includes working on Financial closing cockpit and month end closing activities with clear timelines.
- **Strengthened Internal Customer Relationships:** Built and maintained excellent rapport with international customers, resulting in stabilized processes supported by comprehensive documentation.
- **Awarded Best Performer 2023:** Recognized as the Best Performer in 2023 during a prestigious event in Shanghai, China, for exceptional contributions and service delivery.
- **Fostered Team Collaboration:** Cultivated a strong relationship with team members, creating a positive work environment that boosted job satisfaction and increased engagement metrics (KPI: Keep People Interested).
- **Promoted Continuous Learning:** Developed a positive atmosphere for learning by encouraging training and skill development initiatives, significantly enhancing team capabilities.
- **Executed Tactical Audit Planning:** Successfully managed tactical planning for audits, ensuring timely completion of reports for Board Meetings of private entities, leading to positive feedback from financial controllers. Related party workings in line with Ind AS24 (IGAAP) & IAS 24 (IFRS), Ensured submission of IFRS pack to HQ in Germany
- **Documented Best Practices:** Created comprehensive documentation for all areas of work, establishing benchmarks for other entities within the company to emulate and enhancing overall operational consistency.
- **Implemented Automation of Ticketing System:** Led the automation of a ticketing system to efficiently track work-related requests from customers, overseeing the rollout and testing of the tool for a foreign entity.
- **Orchestrated Successful Merger:** Managed the timely completion of audits and the revision of tax returns within six months of the NCLT Order during the merger of two entities, earning collective appreciation from the team and management for the swift execution. Ensured Ind AS 103 for Business combination posting.

2005 – Dec'21: Bosch Limited, Bangalore as Manager- Accounts & Costing (Plant and Trading Division)

- **Optimized Transfer Pricing Strategy:** Successfully steered transfer pricing initiatives for the Trading Division, ensuring profitability year-over-year through strategic pricing mechanisms.
- **Developed Credit Sales Evaluation Template:** Created a comprehensive template incorporating financial ratios and scores to assess customer creditworthiness, facilitating informed credit decisions and monthly reconciliations.
- **Streamlined Cash Flow Management:** Implemented a collection tracker mechanism that improved cash flow management, reducing receivables from 120 days to approximately 60 days through effective monitoring and weekly aging reports shared with customers. Credit evaluation for new customers was established
- **Enhanced Reporting Mechanisms:** Streamlined SAP Business Warehouse reports to deliver accurate Management Information Systems (MIS) and audit reports, ensuring correct cost allocation to the appropriate Cost Centers and General Ledger accounts. Blackline (ACP) helped in Balance sheet month end reconciliations.
- **Initiated Cycle Counting and Year-End Stock Counts:** Introduced cycle counting in the Trading Division based on ABC analysis, resulting in streamlining year-end stock takes and minimal discrepancies in stock count. Ensuring IAS 2 – guideline for Inventory valuation are followed and adequate provisions are made based on stock ageing for correct reflection in the P&L including Write down where applicable. Stock take for Demo goods was ensured on regular basis including creation of a separate storage location in SAP for tracking
- **Led Business Planning and Forecasting Initiatives:** Developed and shared detailed business planning, current forecasts, and future projections with corporate stakeholders, supporting Board-level discussions and timely audit committee approvals for related party transactions.
- **Maintained Comprehensive Risk Management:** Managed the upkeep of the risk register, including continuous monitoring and mitigation strategies, to proactively address potential business risks. Created RACM (Risk and Controls Matrix) for the Division leading to effective Internal controls for Accounts Receivable / Inventory
- **Improved Audit Preparedness/ Year end closing:** Streamlined processes and documentation in preparation for audits, ensuring compliance and reducing time spent on audit-related activities, contributing to overall operational efficiency. Detailed working for Bad Debts allowance for the Year end IFRS closing in line with IFRS 9 guidelines. Created a separate policy for **Demo Goods** in line with the IFRS guidelines and Depreciation rules applicable for all such goods were defined, which earlier was part of the normal Inventory Valuation

- **Implemented Monthly PDCA Reviews:** Initiated and facilitated monthly Plan-Do-Check-Act (PDCA) discussions with plant management to analyze and control costs associated with new generation pumps, comparing standard costs versus actual expenditures.
- **Drove Cost Optimization Initiatives:** Developed a comprehensive KPI Tree for the plant and actively participated in Gemba walks, contributing to strategic Make or Buy decisions that resulted in significant cost savings for the organization. In the Trading Division was driving Local for Local for the market with enhanced margins by splitting the entire Trial Balance into Imports and Local for the first time in the trading division
Overall was able to turnaround the Trading Division by putting all controls in place, which led to stabilization of processes and systems to support reporting and data generation for timely management decisions

*ESG: Was also contributing towards lower carbon emission by cutting down air lifting of materials, driving localization and introduction of returnable packaging for customers based on their requirement
Cycles and Battery scooters were introduced for movement of personnel within the Factory Premises*

Social Cause: During Covid 19 pandemic coordinated for supply of CCTVs to Government Hospitals based on the request from the Government for monitoring of affected patients

Previous Experience

- 2002 – 2005: Orchid Chemicals & Pharmaceuticals Ltd, Chennai as Executive Costing & MIS
 1. Cost sheet preparation, Cost Audits and also handling stock take at Plants
 2. Maintaining Import cost register & stock ageing reports to management
 3. Providing details to National Pharma Pricing Authority on costs
- 1999 – 2002: Motherson Sumi Systems Limited (MSSL), Chennai as Costing Officer
 1. Costing of all new products
 2. Price negotiations with OEMs like Ford India, Hyundai and Toyota
 3. Support for Statutory audits
 4. Inventory Valuation and Stock ageing reports
 5. P&L preparation & Budget tracking to meet Profits
- 1998 – 1999: White House Textile Group, Chennai as Cost Accountant
 1. Established Cost sheets to track costs
 2. Identify high cost areas to reduce costs including wastes
 3. Identified slow moving stocks and suggested for scrapping
 4. Month end closing and Balance sheet reviews with Management
- 1997 – 1998: M/s. Mohan Breweries and Distilleries Limited, Chennai as Accounts Officer
 1. Excise records maintenance
 2. Stores accounting and tracking Inventory movements
 3. Day to day accounting of expenses Including Monthly Bank Reconciliation
 4. Sales and Production reports on monthly basis
 5. Introduction of ABC analysis in stores
 6. Cost measures to improve margins and align with budgets
- 1996 – 1997: LKJ Cool Wave Private Limited, Chennai as Accounts Officer
 1. General accounting and budget tracking

Personal Details

DOB: 23rd Jul, 1968
Address: Bangalore, India - 560076
Languages Known: English, Hindi, Tamil, & Bengali
LinkedIn: