



**Ratan D Bhagat**  
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### **Executive Summary**

A visionary and results oriented leader with more than 32+ years of experience in designing, building and managing one of the world's most admired global transportation and service organizations. Proven track record of crafting and executing strategies to drive revenue growth, improve service, reduce costs and enhance all aspects of customer experience with a focus on creating shareholder value. Demonstrated success with driving organization change, devising innovative processes, implementing best practices and technology solutions that achieve superior customer experience. Excellent track record in building and cultivating cohesive, high performing teams. Multi-lingual with extensive experience in both the US domestic and International markets.

**Education**      **MBA International Finance and MIS:** Indiana University, Bloomington, Indiana  
**Executive Education Program** in Competition and Strategy: Harvard Business School  
**BS in Electrical Engineering:** Indian Institute of Technology-Kanpur, India

### **Core Competencies:**

• Leadership and Organizational Development • Strategic Planning • Program Management • Financial Planning and Analysis • Global Transportation Network Expansion Strategy and Design • Business Transformation and Process Re-Engineering • Operations Efficiency and Performance Management • Pricing, Product and Business Development • International Business

### **Selected Achievements**

- Developed and implemented the Strategic Planning Process and the global strategic plan for the FedEx Express International division. Led a team of senior managers and individual contributors to collaborate with cross-regional, cross-functional and multi-operating company senior executives to develop the strategic plan for the International business unit focused on customer experience, operational excellence, cost efficiencies, technology enhancement and the subsequent operational planning. Drove the prioritization and implementation of key product portfolio projects and cost initiatives which led to a growth of \$4+B in revenue and \$700+ M in cash flow improvement in 5 yrs.
- Contracted and managed several consulting engagements with Cap Gemini and the Boston Consulting Group (BCG) on business development, acquisition and performance improvement initiatives.
- Led the program management office (PMO) to re-engineer and transform the FedEx International Service Quality and Customer Experience (CE) processes for operational excellence. The initiative involved identifying key customer experience metrics through the market research, developing business specifications, validation, and implementation of those CE metrics. Facilitated and drove the International service performance goal setting process, responsible for on-going monitoring of customer experience issues, review and initiating projects to improve customer experience and continuous improvement. Improved service and customer experience by 15% in three years in the offshore units of FedEx International. Further, led the development and deployment of Quality Driven Management (QDM) principles to improve performance excellence in the FedEx International division.
- Led the operational engineering team and collaborated with corporate and regional marketing, IT and other functional teams to develop and launch several FedEx Express International supply chain products both in high growth emerging markets like India and Mexico and mature markets in Europe to drive growth and profitability in the FedEx International business unit. These new products launches are expected to contribute \$ 500+ M in incremental revenue over five years.

- Led the engineering analysis and coordinated the implementation of FedEx's global air network expansions in North America, Asia and Europe to improve FedEx's global value proposition and enhance competitive differentiation to drive sales growth and profitability. These infrastructure expansions had capital investments ranging from \$50-\$300M and annual cash flow improvement ranging from \$10-\$50M.
- Led the International Planning and Engineering team to evaluate, justify, develop specifications and globally deploy large scale corporate IT systems and technology tools in support of operations and the global sales team. These tools improved operational efficiency and productivity by 9 % in two years.

### **Professional Experience**

**2015 - Present: - University of Houston - Bauer School of Business- Lecturer- Supply Chain Strategy**

**1981 – 2013: Federal Express Corporation – Memphis, TN**

**Managing Director – Global Strategic Planning and International Engineering**

**Managing Director – Global Strategic Planning**

- Led the International team's transformation process and the implementation of strategic initiatives. Coordinated and facilitated the communications at various level of the organization including the Board of Director presentations, senior officer alignment meetings and officer forums to prioritize and globally align objectives and processes between the international regions and corporate support groups to implement the International strategy. Annual cash flow impact of \$700M.
- Led and directed the International Planning and Engineering team. In collaboration with the regional planning teams set-up governance processes, forums and reports to review and drive service improvement via bench-marking and best practices. Also, led the definition, development and deployment technology solutions/products to support operations, sales and courier pick-up and delivery functions in 50+ countries. Improved international service by 15% in 3 years.
- Developed International Long Range network engineering models to account for revenue, cost, infrastructure development and 'what-if' analysis capabilities to build optimal growth scenarios for International that met both the long term strategic growth and profitability goals.

**Manager – Financial Planning and Analysis - International**

**Manager – Financial Planning and Analysis – Logistics and Electronic Commerce**

**Finance Project Advisor – Electronic Products Division**

**Finance Project Advisor - Air Operations Division**

- Led two Financial Planning and Analysis Departments (International and Logistics) to ensure the financial integrity of the respective divisions. Managed the annual business and capital plan development for the \$500M. for those divisions that included revenue planning, manpower modeling, operating expense and capital planning and metrics management. Improved the operating margin of the e-Commerce Division by 5% in three years.
- Supported the FedEx Logistics Sales team in developing competitive and innovative engineered supply chain solutions for large customers, (e.g. NSC, HP, Monsanto etc.) that leveraged FedEx service supported by a network of warehouses, parts-bank and trucking line-haul. Helped win contracts in excess of \$1 B. Also, administered a \$50 M compensation program for the Logistics and Electronic Commerce sales group.
- Led the financial analyses for business development in Asia and Europe to launch International air transportation routes to open new intra and inter-regional markets and expand existing capabilities.
- Led the financial analysis and implementation of new products and innovative services such as FedEx Extra Hrs. and International Economy Service. Revenue Impact of \$5-\$50M/yr. and a profit impact of \$10M/yr.

### **Awards**

- **Three-time** recipient of FedEx Express **5-Star Award ( Highest Individual Award in FedEx)**
- **Recipient** of FedEx Corporate **QDM Award ( Highest Corporate Award in FedEx for Quality)**
- Customer Service and Operational Support **Leadership Award**
- **Two-time recipient** of FedEx Corporate Financial Planning **Department Star Award**
- **Three-time recipient** of FedEx Corporate Financial Planning **Excellence Award**