

JAGADHEESWARAN KRISHNAN

Top Management Professional for Group Level positions

Contact: +260 964 00 77 00 Email: krishjaga@yahoo.com



CURRICULUM VITAE

Accomplished Top management professional with 33+ years of cross-industry and cross-functional experience and in handling group level operations. Proven expertise in leadership, crisis and financial management, strategy, operations, and human capital development, Strong track record in driving business growth, navigating complexity, and aligning teams for performance. Skilled in strategic management, governance, decision making and organizational transformation. IT-savvy, socially responsible, and **committed to delivering transformational & sustainable value.**

KEY SKILLS

Financial Management, Operations / Quality, Governance, Business Development, Key Account Management, Human Capital Management including implementing OKR's, KPI's, Balanced scorecard, Strategy development & execution

IT Skills sets:

ERP – SAP, Pastel – Operating knowledge

Microsoft office – Word, Excel, Powerpoint – Proficient

Analytics – Microsoft Power BI – Operating knowledge

Languages – Tamil (Native) , English (Professional/Advanced), Hindi (Spoken)

ACADEMIC QUALIFICATIONS

Qualification	University/Institution	Year	Areas of study
Ph.D	University of Zambia, Zambia	2021-2024	Strategic management
PGDM (~MBA)	Xavier Institute of Management, India	1999-2002	Strategy, Marketing
Bachelor of Engineering	National Institute of Technology , Trichy, India	1988 – 1992	Mechanical engineering
Balanced Score Card Master Professional	Balanced Scorecard Institute	2015	Balanced Score card
Six Sigma Green belt	Omnex International	2008	Six sigma

DETAILED WORK EXPERIENCE:

Designation	CHIEF OPERATING OFFICER		
Organization	Seba Foods Zambia Limited (260 Brands)	Period	Mar 2024 – Sep 2025
Reporting to	CEO (Shareholder)	Industry	FMCG

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- Leading FMCG Operations including Production, Supply Chain, Quality, HR, Logistics, Administration.
- Cross functional collaboration with Sales, Marketing and Finance.
- Strategy development and direction to Excellence as Exco member.
- Achieved FSSC 22000 V6 certification through rigorous process controls that the team failed to achieve previous audits
- Successfully negotiated Project contracts for construction of Infrastructure for expansion
- Introduced Skills matrix concept for whole team , Initiated OKRs for my teams
- Personally conducted training programs on Kaizen, Personality development, Johari Window
- Handled Union matters on wages and other matters , developed a grading system for the hierarchy and revised HR policies

Direct Report	8 1. Heads of Supply Chain – Upstream, 2. Head of Supply Chain – Downstream, 3. Head of Quality, 4. Heads of Plant (Food), 5. Head of Plant (Snacks), 6. Head of Plant (Beverages), 7. Head of HR , 8. Head of Administration
Indirect Report	500
Nature of operations	24x7

Designation	GROUP CHIEF OPERATING OFFICER / COO		
Organization	Astro Holdings Group Smart Africa	Period	Feb 2022 – Nov 2022 Nov 2022 – Mar 2024
Reporting to	Chairman (Shareholder)	Industry	Construction, Automobile, HVAC, Hardware, Furniture, Hospitality, Travels, Lime Plant
Responsibilities and Achievements :			

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Brief tenure with Astro Holdings handling 22 companies in diverse sectors of the group. Took up an entrepreneurial consultancy assignments in Steel industry with Smart Africa along with a sabbatical to conclude family commitments and to complete my Phd in Strategic management.

- Achieved financial closure by tactfully handling and thwarting a take over bid and saving the Group's Lime plant operations resulting in successful restructuring of a \$xxmn debt.
- Achieved 100% of targets for automotive division by personally handling key accounts and closing sales. Personally closed a \$180,000 deal for four trucks within two months of joining
- Sold the first Hyundai Pallisade, a premium car model at Launch
- Achieved completion to 70% of pending civil projects (Astro works) from levels of 5% in a period of 6 months for the construction division
- Reduced process time by more than 70% by implementing a business process rectification in workflow for approvals for many divisions

Direct Report	10
	1. Heads of Yeti Motors & Auto care(Automotive division) – 2 x 2. Head of Astro Works (Construction) , 3. Head of Desco Engineering (HVAC), 4. Head of Ronac Steels (Hardware) , 5. Heads of Furniture Divisions (parallel reporting) , 6. Head of Hospitality divisions, 7. Head of HR , 8. Head of Institutional Sales, 9. Head of Administration
Indirect Report	365 employees
Nature of operations	Regular

Designation	GROUP MANAGING DIRECTOR		
Organization	Specialised Systems Limited SCI Zambia Limited Twiga Chemicals Zambia Ltd	Period	Jul 2012 – Jan 2022
Reporting to	Chairman (Shareholder)	Industry	Healthcare, Telecom, Office Automation, Surveillance systems, Information Technology, Agro Chemicals, Real estate
Responsibilities and Achievements :			

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Handling the Zambia operations of the AJ Group handling diverse portfolios including Healthcare, Security solutions, Information Technology / ICT, Agrochemicals, Office Automation, Real estate

- Finalized agreement from scratch for a \$30mn Greenfield Hospital project in tie up with a leading International Hospital Chain (from India)
- Handled a major cash flow crises through 2016 till 2021 due to National economic factors and later Covid , being in B2B & B2G businesses through prudent Financial management rotating cash more than 150 times in a year.
- Achieved a 300% jump in sales of ultrasound machines by creating a new market segment
- Handled Key accounts personally resulting in creating big ticket opportunities in healthcare and Telecom businesses contributing to nearly 40% of the revenues in life time services.
- Slashed payroll budgets by more than 60% by replacing many expatriate position and legacy cultured employees with Nationals who were mentored and trained by me and currently hold senior positions in Industry.
- Expanded scope of business partnerships from being a Philips Medical Systems, AGFA distributor to provide support to second rung equipment manufacturers like Mindray, Sonoscape, Skanray enabling many individual radiologists and radiographers to buy ultrasound and X ray machines.
- Managed under my leadership the maintenance and upkeep of more than 300 medical equipment of Philips in 83 district hospitals through out Zambia with a machine uptime of more than 90% against an All Africa average of less than 30%
- Introduced security solutions through a partnership with Hikvision and introduced IP based telecom solutions in Zambia from analog systems through partnership with NEC.
- As Director of Twiga Chemicals Zambia, performed as a leader in agro chemicals supplying several commercial farmers product ranges of Syngenta as their distributor for Zambia.
- Handled real estate portfolio of more than 43 properties in Zambia including rentals of the real estate to commercial and residential clients.
- Implemented Kaizen concepts and Co founded the Kaizen Club of Zambia as its Founding Chairman supporting JICA and Ministry of Industry

Direct Report

8

1. Head of Office Automation Businesses
2. Head of ICT Businesses
3. Head of IT Businesses
4. Regional Head – Copperbelt
5. Head of Agrochemicals Business
6. Group Coordinator (handling Admin & Real estate matters)
7. Finance Director / Finance Controller
8. Head of Stores

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Indirect Report	80 employees
Nature of operations	Regular

Designation	HEAD OF OPERATIONS		
Organization	Safintra Zambia Limited	Period	Sep 2010 – Jun 2012
Reporting to	Regional CEO	Industry	Steel Industry (Roofing sheet and Long products)

Responsibilities and Achievements :

Headed the Zambian operations of the Safal Group, a leading company in steel industry manufacturing world class roofing sheets.

- Safintra Zambia performed the highest in terms of top line and bottom line during my tenure.
- Augmented the brand of " Safintra" through aggressive marketing and maintained its brand identity as a premium brand in Zambia. Managed a monthly marketing budget of \$60,000 focused majorly on ATL marketing. BTL marketing included participation of the famous Annual Agri show event in Zambia.
- Introduced Kaizen in Safintra Zambia in collaboration with Kaizen Institute, India
- Managed personally all Key accounts that provided for more than 40% of the businesses and was able to maintain healthy margins through relationship management
- Managed successfully through prudent leadership a transition of the former CEO who opened a competing company next door. It was a critical moment for Safintra Zambia with losing key staff but my confidence and the confidence shown by the team in me, ensured Safintra Zambia achieving the highest turnover and bottomline in its existence in Zambia under my leadership.

Direct Report	8 1. Head of Sales 2. Head of Institutional Sales 3. Regional Head - Copperbelt 4. Head of Retail Sales 5. Finance Controller 6. Head of HR 7. Head of Supply Chain 8. Head of Quality (Management representative)
Indirect Report	85 employees
Nature of operations	Regular

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Designation	GENERAL MANAGER		
Organization	Technoton Limited	Period	Jul 2009 – Mar 2010
Reporting to	Managing Director (Shareholder)	Industry	HVAC (Heating , Ventilation & Air Conditioning)
Responsibilities and Achievements : Brief stint with a leading HVAC company in Nigeria. - Brought the company out of an imminent bankruptcy through financial restructuring of debt and held projects through creditor advances. - Advanced nearly 20 out of 25 stalled projects from 10% progress to near closure of 90% in a span of 6 months. - provided the MD with a strategic direction for coming out of crisis which I understood was followed after my exit - Training of personnel (mostly qualified engineers)			
Direct Report	5 - Head of Sales - Head of Projects - Head of Finance - Head of HR - Head of Supply Chain		
Indirect Report	35 employees (of which 28 were graduate engineers)		
Nature of operations	Regular		

Designation	VICE PRESIDENT OPERATIONS		
Organization	SPEW Limited	Period	May 2007 – Mar 2009
Reporting to	Managing Director (Shareholder)	Industry	High Precision Auto Component Manufacturing
Responsibilities and Achievements : Handled operations of a leading high precision auto component manufacturer (Suraj Precision Engineering Works Private Limited) supplying to Industry majors like Hero Honda, Ashok Leyland, Tata Motors, Enfield Eicher. - Took up six sigma projects and reduced defectives from levels of 30,000 per million to 500 pieces through effective redefining control limits. - Oversaw greenfield expansion project one at Chennai, Tamilnadu State and one in Manesar, Haryana State - Implemented Kaizen and Poke Yoke ideas successfully reducing wastage and costs - Took up business development activities with Global auto majors - Achieved and sustained TS16949 standards and ISO 9001 maintaining high quality.			

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Achieved a very highly successful "JIT" (Just in Time) Kanban operations with Hero Honda maintaining only two days stock at our depot near Hero Honda factory and supplying daily 33,333 bearing pieces by train from Chennai to New Delhi covering some 2300 kilometers meaning the operations were very highly synchronized - Handled working capital through a critical phase when the management shifted its bankers, closing its overdraft in one bank while the approval in the take over bank delayed by more than 8 months resulting in severe working capital crunch. I was able to successfully manage through invoice discounting with customers and additional creditor days - Handled manpower of around 400 in a 24x7x365 operations.	
Direct Report	6 - Head of Production - Bearings - Head of Production - Other products - Head of Quality - Head of Supply Chain - Finance Controller (parallel reporting) - Head of HR
Indirect Report	500 employees
Nature of operations	24x7x365

Designation	MANAGING DIRECTOR		
Organization	Gayshri Automobiles	Period	Oct 2004 – May 2007
Reporting to		Industry	Entrepreneurship
Responsibilities and Achievements : Ventured into own as an entrepreneur. Venture was unsuccessful but taught a humble lesson that I was more successful as No.2 in an organization than No.1 - When I started the dealership in 2004, Indian Government came out with a ban on Two stroke motorcycles. Yamaha Motorcycles , My principal was forced to stop production of the famous RX100 model , a two stroke motorcyle. So it took almost a decade for Yamaha to spruce up their brand image , but my business took a severe beating - Became an expert in designing finance schemes, mostly structures installment plans for customers in collaboration with major Financial institutions. - Carried out BTL marketing conducting road shows and fairs - Focused more on service revenues as it covered all existing RX100 motorcycles and other models of Yamaha in circulation that enabled sustenance for 3 years.			
Direct Report	3 Head of Sales		

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	2. Head of Service 3. Finance Manager
Indirect Report	15 employees
Nature of operations	Regular

Designation	CHIEF MANAGER		
Organization	JCB India Limited	Period	Dec 1997 - Oct 2004
Reporting to	DGM South Zone	Industry	Capital Equipment
Responsibilities and Achievements : Handled one of the top performing regions and Channels selling Earth moving and Construction equipment. - Brought in professional practices with the Dealership channel I was handling to go from selling around 80 machines in a year before I joined to around 250 machines in 2 years time. - Introduced several customer delight concepts like a goodwill visit every quarter free of cost to the customer - Above efforts increased parts sales from \$300,000 in 1997 to \$1.5 mn in 2000 with a 300% increase in machine sales making my territory awarded the World's best JCB Dealer for the year 2000. - Virtually remembered the machine numbers and customers of the 600+ machine park as I traveled 22 days in a month meeting customers and machines. - Conducted several Road shows and marketing events - Systematically increased dealer network to ensure one outlet every 30 kms - Well recognized by JCB management.			
Direct Report	1 1. Dealer Principal		
Indirect Report	100 employees (Distributor staff)		
Nature of operations	Regular		

Designation	ENGINEER JUNIOR ENGINEER		
Organization	Larsen & Toubro Limited- ECC Group AFCONS	Period	Sep 1996 – Dec 1997 Aug 1992 – Aug 1996
Reporting to	Project Manager	Industry	Construction
Responsibilities and Achievements :			

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Technical expertise development of construction equipment, was the first in class to be campus recruited.	
• Developed hands on experience in maintenance and repairs of construction and earth moving equipment • An expert in the areas of Major overhauls of equipment like Dozers, Excavators, Front end loaders, Excavator loaders, Graders , Vibratory Compactors, Generators (upto 2MW) and more • An expert in the areas of major overhauls on Engines, Transmissions and Hydraulics.	
Direct Report	1. Foreman 2. Chief Mechanics
Indirect Report	40 employees
Nature of operations	7am to 21 hrs Daily

Social Responsibility:

- Running an NGO called **Smart Villages Africa** for education and upliftment of the underprivileged girl children in society through the **WHEELS** program TM (Women Health, Empowerment, Education Loan Schemes)
- Conducting free lectures for Industry & Management students under a collaboration with the Graduate School of Business, University of Zambia
- **Contributions** to the Ministry of Commerce, Trade and Industry, Government of the Republic of Zambia, Zambia Association of Manufacturers, Lusaka Chamber of Commerce in the areas of National development and formation of Industrial clusters. **Well respected in Zambian Industry and Government** , replicable elsewhere.
- Former Founding Chairman of Kaizen Club of Zambia & Former Board member of India Zambia Business Council
- Served as Technical Committee member for Zambia Bureau of Standards

Websites for more information:

Personal website of KJ	www.krishjaga.com
KJ Case studies Organizational Transformation Operational Excellence	https://krishjaga.com/kj-case-study-ot https://krishjaga.com/kj-case-study-oe
Social Responsibility activities	https://krishjaga.com/bcs-gallery www.smart-villages.org
Social media presence	https://www.linkedin.com/in/krishjaga/