

Karthik Padmanabhan, M.B.A.

Senior Manager

Advanced Analytical Consulting Group, Inc.

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Professional Summary

Mr. Karthik Padmanabhan focuses on improving corporate strategies and operations to maximize performance and financial return. His primary area of expertise is in the optimization of pricing and profitability for companies in several industries, including manufacturing, distribution, healthcare, chemical, consumer, and packaged goods. Mr. Padmanabhan has managed numerous client projects to quickly identify savings and improve efficiencies by conducting data-intensive diagnostic assessments to increase revenue, to improve operating margins, and to reduce cost to serve. He has worked with field sales and corporate teams to realize the identified improvements to the business.

Education

- M.B.A., Finance and Strategic Management, Indiana University, Indiana
- M.S., Industrial Engineering, The Pennsylvania State University, Pennsylvania
- B.S., Mechanical Engineering, Madurai Kamaraj University, Madurai, India

Selected Business Consulting Experience

- The board of directors at a distribution client wished to quickly realize price increase opportunities identified by a recently completed pricing analysis project. Mr. Padmanabhan designed and conducted workshops for the client's 300+ sales representatives in North America. At the workshops, sales representatives were provided with specific pricing improvement opportunities at the account and product level. In addition, Mr. Padmanabhan identified goals, actions, and tactics that sales representatives could take to ensure that price increase and margin enhancement actions were implemented with their customers. Sustainable margin improvements worth over \$5 million were realized over a three-month period.

- A leading distributor of life science and laboratory equipment wanted to improve operating margin by identifying and addressing unprofitable products, customers, and transactions. Mr. Padmanabhan led and managed a seven- member team, which refined and built a price waterfall to identify a series of price-setting and price-leakage opportunities. Recommendations yielded over \$20 million in increased profit at the product, segment, customer, and transaction levels.
- A division of a global specialty chemicals manufacturer was seeking to combat increased competition and to reverse a trend of declining profit margins. Mr. Padmanabhan managed a pricing execution engagement to design a process to extract, cleanse, and load transactional data for the division's global business. The data were analyzed to identify pricing improvement opportunities and various customer and product segmentation schemes that helped sales representative focus on the most profitable products and customers. Due to the changing competitive situation for this business, several additional opportunities were identified that focused on maximizing margin improvement through actions other than pricing. Total pre-tax income improvements of approximately \$40 million were identified.
- A commercial division of an HVAC manufacturer decided to increase its analytical and execution capabilities in the area of pricing in order to further secure its superior market positioning and to proactively address anticipated market and regulatory changes. Mr. Padmanabhan managed the project to determine the different elements of the pricing waterfall, data sources, and allocation strategies for each of the waterfall elements, encompassing over 25 different revenue and leakage elements.
- At a diversified manufacturing client, Mr. Padmanabhan supported a process assessment and high-level design approach that focused on determining the pricing process gaps, organizational requirements, opportunities for process improvements, and high-level functional requirements for pricing technology. In addition, he analyzed key sets of pricing and related data to determine short-term, medium-term, and long-term opportunities exceeding \$30 million and worked with client teams to prioritize these opportunities.
- A leading consumer packaged goods company wanted to track and understand the risk, issues, and timelines involved an ongoing global initiative to reduce costs. Mr. Padmanabhan was part of the team that designed and implemented a program management office to track twelve corporate initiatives worth \$1 billion. He developed and deployed a Microsoft Excel®-based tool to gather, consolidate, report, and track each initiative's details, financials, timelines, risks, and issues.

Professional Experience

- Senior Manager, Advanced Analytical Consulting Group Inc., San Francisco, CA, 2009 – current
- Director, GenXL LLC, San Francisco, CA, 2007 – 2009
- Manager/Sr. Consultant, Deloitte Consulting LLP, Strategy and Operations, 2005 – 2007
- Business Analyst, Capital One Auto Finance, 2003 – 2005
- Product Engineer, Alcoa Corporation, 1998 – 2001

Papers and Publications

- Padmanabhan K., R. Voigt, V. Okhuysen. “Dimensional Control of Investment Castings.” *Proceedings of the 46th Annual Technical Meeting, Investment Casting Institute*, Orlando, Florida: Investment Casting Institute, October 1998.
- Okhuysen V., K. Padmanabhan, and R. Voigt. “Tooling Allowance Practices in the Investment Casting Industry.” *Proceedings of the 46th Annual Technical Meeting, Investment Casting Institute*, Orlando, Florida: Investment Casting Institute, October 1998.
- Karve A., K. Padmanabhan, and R. Voigt. “Factors Influencing the Dimensional Variability of Investment Castings.” *Proceedings of the 45th Annual Technical Meeting, Investment Casting Institute*, Atlanta, Georgia: Investment Casting Institute, September 1997.