

**K. PADMAKUMAR**

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**Personal Information**

Date of Birth : 16<sup>th</sup> June 1964

Residential Address : 11F, Samrudhi Thampurans,  
Thampuranmukku, Trivandrum - 695035  
Kerala, India

Permanent Address : Sree Rekha, Temple Junction,  
Sasthamangalam, Trivandrum - 695 010

Languages Known : English, Hindi and Malayalam

Marital Status : Married

No. of Dependants : No Issues

Nationality : India

Passport Details : Holder of Indian Passport No. B300502

Driving License : Holds an Indian Light Motor Vehicle  
Licence

**Regular Work**

- Served as the Head of Public Sector Restructuring & Internal Audit Board (RIAB) a premier monitoring agency of a State Government for 18 years. As a Principal Executive 'Point of contact' for around 45 companies that employ around 40000 personnel and is accountable for ensuring that appropriate business strategies are in place and are acted upon according to the priorities and policies of the Government.
- Also served as the Managing Director of Malabar Cements Ltd, an integrated cement manufacturing company with a turnover of INR 450 crores, Net profit of INR 40 crores and Net worth more than 10 times the Share Capital. During a five year tenure, the company earned a profit of INR 190 crores from operations ( before tax and prior period expenses). Managed a comprehensive Corporate Governance Reform Programme and Supply Chain logistics that handles around 4000 MT

of bulk material per day through and Road involving 1000 factory personnel and supplier / dealer networks. Conceived a INR 160 crores Port based Bulk Cement and Allied Materials Handling unit.

**Also held the following positions as full Additional Charge**

- Associate National Project Co-ordinator of the UNDP Project on Public Sector Reforms
- Chief Executive of Kerala Industrial Revitalisation Fund Board - An SPV set up for managing the transition phase of Public Sector Reforms that included One Time Settlements, Closure of unviable units after effecting Retirement Schemes, Transfer of Assets for Development purposes
- Project Management Specialist, Tsunami Emergency Assistance Project (TEAP) funded by Asian Development Bank (ADB).
- Managing Director of Kerala Small Industries Development Corporation during September 2015 to June 2016. Was posted to study and cancel illegal contracts when malpractices were spotted.

**Short term Professional Engagements**

- Member in consultative meetings of the OECD and the Commonwealth Secretariat on Corporate Governance of SOEs
- Director / Observer in various Public Sector Enterprises under the State Government.
- Convenor - Departmental Committee (Industries) for implementing a Modernising Government Programme funded by the Government of Netherlands.
- Convenor - Social Safety Net Programme (SSNP) Steering Committee & Committee of Secretaries that advises the Council of Ministers on Public Sector Management / Reform Policies.
- Member of the Committee constituted for Rejuvenation of Cashew Sector.
- Served as the representative of India in a Programme on 'Impact of Corporate Governance on Productivity' at Seoul Republic of Korea, Asian Productivity Organisation, Tokyo in 2003.
- Acted as the International Resource Person for Corporate Governance Week at Bangladesh Enterprise Institute, Dhaka in 2008.
- Delivered speeches at various International Conferences on Public Sector Enterprises and Corporate Governance.
- Offered consultation on preparation of Corporate Governance Codes for State Owned Enterprises at OECD Conference, Paris in 2008.
- Served as a member of OECD Network on Public Sector Units
- Served as the Associate National Project Co-ordinator of the UNDP Project on Public Sector Reforms implemented by the Government of India; worked with Commonwealth Secretariat.
- Functioned as the member of:
  - Commonwealth Association for Corporate Governance, New Zealand.

- Involved in International Workshops conducted at Colombo, Christchurch, Mauritius in 2002, 2003 and 2004 respectively.
- Various Expert Committees & Task Forces constituted by the Government & State Planning Board, Kerala.

### **Areas of Expertise**

#### **Strategic Planning & Implementation**

- Conceptualising strategies & policies for Enterprise development and management to Projects related to comprehensive enterprise specific Restructuring Programmes.
- Structuring the reform projects in coordination with National Banks and International Donors like ADB, etc.
- Designing of IT based Integrated Planning & Performance Management Systems (including overseas projects)
- Handling legal aspects & negotiations with financial institutions and Central Trade Unions during the implementation; carrying out legal due diligence on behalf of various organisation.

#### **Management Audits & Performance Management**

- Analysing the strengths and weaknesses of an organisation's internal control, keeping in view, the governance, risks and opportunities for improvement for achieving the organisational goals.
- Overseeing proper risks management functions for identifying risks & effectuating proper control system to manage public funds in an effective & efficient manner.
- Performed Information Systems Audit for Power Sector
- Coordination with the Board & Senior Management to ensure implementation of proper internal control systems.
- Macro level fund management ensuring proper use of 200M USD on behalf of the Government
- Carried out the systems studies for the implementation of ERPs
- Popularisation of SAP / ORACLE based Business Intelligence Systems and performance Analytics
- Brought in high level of transparency in procurement Systems

#### **Project Management**

- Assessing techno-commercial viability of the projects for Industrial development, etc. and preparing RFQ & RFP documents and conducting bid process management, etc.
- Has experience in ensuring sufficient human, financial, technological, and material resources are available to carry out large development projects.

- Monitoring project progress in coordination with Government Agencies & Project Partners; mapping business requirements, conducting profitability analysis of projects and rendering sustained advisory services.
- Spearheading business process re-engineering initiatives; conducting benchmarking study and using various business tools to assist the critical decision-making process.
- Demonstrated ability to work in a multitasked and fast-paced environment. Strong exposure in conducting research and writing articles & publications.

### **Human Resource Development**

- Developing & integrating new workers, retaining current workers and attracting highly skilled workers to work for the organisation.
- Conceptualising & developing training & development initiatives for improved productivity, building capability and quality enhancement.
- Mentored a core team of professionals for framing and implementing the Public-Sector Reform / Performance Management Initiatives and Electronic Governance of Parastatals.
- Trained and accredited around 100 Company Directors

### **Publications**

- Prepared & presented a paper on 'Expert Systems: Applicability in Business Decisions' at a National Seminar on Software Engineering organised by IEEE.
- Served as a co-author for the following:
  1. Co-authored Paper on 'Public Enterprise Reforms' published in Commonwealth Public Administration Reform in 2004. (Along with (Late) Mr. Michael Gillibrand, Former Special Advisor, Commonwealth Secretariat, London)
  2. Paper on "Innovations in Entrepreneurship and Small Business Development Training" presented at an International Conference held by EDII and published by the FNF.
  3. Paper on "Developing Entrepreneurial Industrialists - An Alternate Approach" published in the 'Productivity' published by the National Productivity Council.
  4. Co-authored a paper on Public Enterprise Reforms with Prof. YRK Reddy for presentation in an International conference
  5. Presented a paper on Improving the quality of Enterprise Governance through Business Analytics
  6. Co-authored a paper with Sr. Tessin Mynatty for presentation in an International conference on Elderly care

### **Education & Academic Credentials**

- **B.Tech. (Mechanical Engineering)** from College of Engineering, Trivandrum, University of Kerala in 1986. Secured first class.
- **Master's Degree in Futures Studies (M.Phil.)** from Department of Computer Science, Faculty of Applied Sciences, University of Kerala in 1992. Secured A Grade with distinction and has been the topper. [Modules - Systems Engineering Methodologies, Field Research, Modelling, Design of Decision Support / BI Systems, Technology Assessment and Project Appraisal & Structuring.]
- **Fellowship training** under UNDP Project IND/96/004 from Commonwealth Secretariat, London (Governance & Institution Development Division – GIDD) in 2001. Gained international (Europe & Africa) exposure on Enterprise Reform Policies, Public- Private Partnerships, Competitiveness Policy and SME development.
- **Short term International Training** on Strategic Management, Performance Benchmarking, Performance Contracts / MoUs at Civil Service College, Sunning dale, United Kingdom in 1999.
- **Company Director Course** specialising in Corporate Governance best practices) from Commonwealth Association for Corporate Governance, New Zealand in 2002.

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