

## **Former CEO**



### **Punjab Agriculture & Meat Company**

August 2012 – July 2013 (1 year)

#### Major responsibilities & accomplishments

- completed export related areas of one & only state of the art abattoir in Pakistan
- completed commissioning of all areas of the abattoir & started all municipal processing
- completed second round of outsourcing of Lahore Meat Processing Complex
- completed last phase of horticulture projects pertaining to new fruit valleys
- liaison with City District Government to curb illegal practices related to hygienic meat
- completed Halal certificate requirements of United Arab Emirates & Iran
- initiated cross-breeding component of meat enhancement project of L&DD Department
- director/member of Punjab Halal Development Cell & PLDDB
- liaison with Federal Government for Halal related matter

## **CEO**

### **Haleeb Foods Limited**

May 2009 – July 2012 (3 years 3 months)Lahore, Pakistan

Haleeb Foods, established 28 years ago, is a Rupees 9 Billion (USD 100 million) Packaged Food Company with leading inter/national brands.

I assumed responsibility of CEO from June, 2009 which was a challenging time for Haleeb Foods. The company, unfortunately, came across several obstacles simultaneously that it could not cope with and almost came close to bankruptcy in a short period of one and a half year. The company was struggling for survival and facing a number of challenges including but not limited to:

- unsustainable financial burden;
- operations were negative even at GP level;
- almost negligible working capital
- almost half a billion payable to a single largest supplier of a key material
- too many product lines with product having shelf life & quality issues

I started the work with an aim to get the Company out of this difficult time and operated at a number of fronts to achieve this objective. Following are examples of the few:

- prepared 5 year strategic business plan with management committee
- managed to have fresh equity injection of Rs.620 million based on this 5 year plan
- managed to get the debts restructured from a consortium of 8 financial institutions
- managed to obtain fresh working capital facilities to fulfill the business needs

- consolidation of all business units and/or setups to cope with economic recession
- team strengthening by introducing real life bench marking & collective learning activities
- positive cash flow focus for rationalization of business activities and/or product portfolio
- consolidation & Restructuring of the organization to sustenance & stabilization
- successfully negotiated with Pakistan Broadcaster Association for NOC for ATL activities
- launched new marketing campaign after a gap of over 3 years with minimum resources
- presented Dairy Industry GST view to Standing Committee of National Assembly
- leading Pakistan Dairy Association (PDA) as Chairman for the current term

## **Director Operations**

### **Haleeb Foods Limited**

March 2003 – May 2009 (6 years 3 months)Lahore, Pakistan

Major responsibilities & accomplishments

(GM Supply Chain, Controller Purchase, Planning, Controller Warehouse & Logistics)

- overall responsible for 7 departments having a total strength of 500 employees
- manage 2 processing plants operations & 5 areas of supply chain which are: milk collection, purchase, planning, warehouse & logistics)
- short term & long term objective setting with executive committee members
- resource rationalization for all plant based functions
- reduced/aligned plant workforce by 10% by raising historical benchmarks
- reduced/aligned milk collection infrastructure by 30% without compromising collection
- strategic direction setting of processing plants to optimize utilization
- reduced inventory level of raw materials from 5 to 2 days
- manage milk procurement department which daily collects one millions liters of milk
- manage purchase department which buys over Rupees 2 Billion of raw material
- manage production planning department which aligns Sales & Production plan
- manage warehouse department which ships between 70 to 100 trucks on daily basis
- manage logistics department which arranges all inbound & outbound vehicles
- implemented online and real time inventory of finished goods in Oracle
- optimized warehouse space by bringing in Drive Thru racking system
- prepared feasibility & worked with Architects for building a new 50,000 sq ft warehouse
- integrated organization wide purchase function at one location
- complete experience of total purchases for putting up a new brand new factory
- traveled to seven European countries for final negotiations of machinery & equipment
- negotiated complete milk processing as well as milk drying plant from European vendors
- finalized and wrote various construction contracts for new construction and extensions