

# Ravi Fernando CV



©

## ***Career Vision***

To be positioned as a ***Global thought leader and passionate advocate of Strategic Corporate Sustainability*** with a track record of Blue Ocean thinking and inspiration of teams to create sustainable value for all stakeholders.

“As one who brings passion to everything I do, my focus is Strategic Corporate Sustainability and Strategic National Sustainability. I believe that a tipping point for a Sustainable planet can be achieved **only** if Nations and Business **embed sustainability in strategy** and have a **Sustainability mind set leader** at the helm”

## ***Global Exposure 1981-2014***

- East Africa                      Kenya, Tanzania
- Middle East                      UAE, Kuwait, Oman, Qatar, Saudi Arabia
- Near East                        Turkey, Cyprus, Lebanon
- Asian sub-continent        India, Sri Lanka, Pakistan
- ASEAN                            Vietnam, Singapore, Thailand, Indonesia, Malaysia

## ***Industry exposure and Key organizations***

- Fast Moving Consumer Goods                      ***Unilever***
- Pharmaceuticals, Vaccines &OTC                      ***Sterling Health, SmithKline Beecham Int.***
- Nanotechnology    ***Slintec (Sri Lanka Inst. of Nanotechnology)***
- Apparel and Textiles    ***MAS Holdings***

## ***Board Positions***

- Financial services & Leasing    ***Lanka Orix Leasing Company(LOLC)***
- Asset management    ***Ceylon Asset Management***
- NGO's    ***World Vision/ Habitat for Humanity/EFL***
- UN Global Compact SL

In **2007** I won a **Strategy Leadership award** at the Global Leadership summit for creating the Women Go Beyond program and the Ethical Tea branding strategy (INSEAD Case studies attached). The award was received from Prof. Renée Mauborgne (INSEAD) of Blue Ocean strategy fame.

## **CURRICULUM VITAE**

### Professional Qualifications

- 2005 *FCIM - Fellow of the Chartered Institute of Marketing, UK*
- 1989 *Diploma in Marketing : Chartered Institute of Marketing, UK*
- 1999 *Diploma in International Management-INSEAD, France*
- 2001 *Advanced Management Program (AMP), INSEAD, France*

### Academic Qualifications & Academia

- 1989 - 1990 *Master's Degree in Business Administration, University of Colombo.*
- 2007 -2009 *Post Grad.in Sustainable Business' at Cambridge University*
- 2011- 2014 *Master of Studies in Sustainable Leadership at Cambridge University (Wolfson College)*
  - *Visiting Faculty member at the INSEAD (France) Advanced Management Program (AMP) 2005-2010 working under Prof Ludo Vander Heyden (Dean)*
  - *Executive in Residence at the INSEAD Social Innovation centre (2005-2017) working under Prof Luk Van Wassenhove*
  - *Visiting Faculty Deusto Business School in Bilbao (Multinational MBA program (2011)working with Dr. Manuel Escudero*
  - *Visiting faculty Universitat of Pompeu Fabra MBA program, Barcelona Spain(2009) working with Prof Marc Lemenestrel*
  - *Visiting faculty University of Colombo MBA(2005-2011) taught Strategic Corporate Sustainability*

- Operations Director -Malaysia Blue Ocean Strategy Institute



2011 - 2014 Kuala Lumpur, Malaysia

Working with the public sector has contributed to my knowledge on how this sector works and the need for strategies which ‘break down’ silos to save cost and leverage latent resources. Creating Blue Ocean strategies which are ‘low cost, high value and can be rapidly executed has saved the nation significant sums of money that have been channeled to more strategic projects.

The priority attached to economic growth and social sustainability overrides environmental sustainability in most cases and the need to educate and inspire public sector leaders to consider strategic environmental sustainability issues such as ‘Water and reforestation’ is key for Strategic National sustainability.

- Executive in Residence INSEAD Business School (France)



2005 - 2017 France, Fontainebleau

The INSEAD Social Innovation Centre champions sustainability at INSEAD. Working with Prof Luk Van Wassenhove has strengthened my understanding of why ‘sustainability strategy’ has yet to be embedded in most business school MBA curriculums. The lack of demand from the corporate sector, lack of business case studies were the key challenges that need to be overcome. In 2005, together with Prof Ludo Vander Hayden former Dean of INSEAD and AMP, Prof Luk Van Wassenhove we made a strong case to mainstreaming ‘Strategic Corporate Sustainability’ in the MBA and AMP (Advanced Management program) curriculum. The subject was introduced in the AMP between 2005-2010 which I taught. In 2013 I had the opportunity to present the case for doing so in the MBA to Dean Ilian MIHOV, which I believe is being debated.

Developing INSEAD case studies on Strategic Corporate Sustainability has been my focus and to date 7 cases have been done covering Women’s empowerment, corporate responsibility and sustainability -led differentiation (attached). 2 of them won the ECCH awards in 2006 and 2008. In Jan 2013 the INSEAD Case - Singapore -Vision for environmental sustainability was published by ECCH focusing on Strategic National Sustainability. Being on the Visiting faculty in the AMP, opened the door to engage with World class CEO’s /Directors of many global corporates. In addition I have been a regular presenter at INSEAD Alumni Sustainability round tables from 2005-2013. In 2012/13 I contributed to the 10<sup>th</sup> EABIS/INSEAD Sustainability round table with an article on ‘Sustainable globalization’ (attached).

## ▪ UN Global Compact Focal point Sri Lanka and Board member



2002 - 2014

The UN Global Compact, the World's largest network for Corporate Sustainability with over 12,000 members and 150 local networks globally has the best opportunity to get business to embed sustainability in strategy. This fact motivated me to set up the UNGC Sri Lanka Network in 2007. By 2010 we had developed into a legitimate business entity with a Governance structure. We created a business model for it to be 'self-sustaining'. The strategy of motivating the Top 20 blue chip and family business to sign up to UNGC and thereafter **creating sustainability -led differentiation programs** for them was the key to its success.

In March 2009 we worked closely with the UNGC New York office to launch the **first brand** which carried the **UNGC 10 Principles and logo on all its packaging** and launched a program titled 'A Home for every plantation worker'. (INSEAD case attached)

In 2013 the program we created for the apparel sector '**Women go beyond**' won the **UNWEPS** (Women's empowerment principles) award for 'Culture change for empowerment of women'. (INSEAD Case attached)

One of the key strategies adopted by the network was that it was mandatory for every new signatory to launch 3 UNGC local network initiatives as follows:

- **Internalization** program -To embed the UNGC principles amongst top management and all cadres within 6 months of sign up.
- **Activation** program - To activate the UNGC principles to enhance competitiveness
- **Differentiation** program - To develop a 'Sustainability -led' differentiator which linked to the 10 principles and position it globally.

In 2009 the UNGC Sri Lanka Network won the best '**Asia Pacific network award**' and in 2013 was selected to be amongst the **TOP 10 local networks** amongst the 150 global networks .

## CEO -SLINTEC - Sri Lanka Institute of Nanotechnology



2008 - 2010

Sri Lanka has not been a participant in the world of global innovation and patent development averaging 1.5 USPTO applications per annum. As the first employee and CEO of Slintec, this was an opportunity to give back after 15 years of working for global MNC's. Making the first Public -Private partnership to drive high technology based innovation work was a unique challenge. I had a green field opportunity to set the Global strategy and differentiated the organization as one focused on '**Sustainable Nanotechnology**'. I set a *clear focus and vision* which directed its R&D to adding value to titanium and graphite (SL has the most pure titanium and graphite in the world) and agriculture. We then hired over 40 PhD's and Masters level scientists. We were supported by two brilliant Sri Lankan scientists in the field as advisors - Prof Gehan Amaratunge (Cambridge), Prof A.P DE Silva (Cardiff). We identified, ordered and installed all the scientific equipment in record time (8 months) to get Slintec off ground. This apparently was a record for any Science/R&D Innovation Centre as confirmed by Prof. Cassim of Rietsumeiken University, Japan whom we developed a collaboration for NEMS and MEMS.

In its first year of Operation 2009/2010 we were able to file 5 patents with the USPTO in the focus areas of agriculture and nano materials by creating an enabling environment for Innovation. (Slintec Newsletter January 2010 attached). In 2010 Slintec won the 'National Award for Science and Technology' for INNOVATION. In 2012 the first patent for the reduction of leeching of fertilizer was sold for US\$ 3.6m.

### ▪ CEO Corporate Branding & Sustainability



### **MAS Holdings**

2003 - 2008

The organization is the leading manufacturer of 'body fit' garmenting for both women's intimate wear and active wear for Nike , Adidas, Victoria's secret and has over 50,000 employees with plants in over six nations. The role involved creating a unique Global differentiator to circumvent the abolition of Multi Fiber agreement (MFA) in 2005. The MFA supported developing nations to move into the apparel and textile industry with each nation having WTO quotas. The need to develop a compelling reason why US/EU retail brands should place orders in a nation which was not price competitive with China, Bangladesh, India and Vietnam was the challenge.

In 2003 November I created and launched the ‘**Women Go beyond program**’ to Champion UN MDG 3 empowerment of women in the apparel industry to differentiate the organization .The program supports career advancement/work life balance & rewards excellence. The program was launched internally across the organization with a view to strengthening excellent Labour and human rights practices in the organization. In the **absence of any budget** to position and differentiate the program globally I built a ‘**Coalition for credibility**’ with many key global organizations and institutions which could do so at zero cost to the organization if they validated the bona-fide of this initiative. Two INSEAD case studies were developed in 2006 and 2010.

Many accolades followed from the UN Global compact and IFC . The AAFA (American Footwear and Apparel Association) award in 2005 for women's empowerment, the 2009 Femmy award for the Best Vendor to a US apparel brand and the 2013 UNWEP award consolidated the global position as the supply chain partner which empowers women. The annual go beyond awards to reward and recognize women who had gone beyond was sponsored by the key strategic partners - Victoria’s Secret and Nike.

In 2006/7 I positioned the organization as a potential partner for the M&S Plan A initiative to build the World's first Eco friendly green apparel plant. This led to four more eco- friendly plants being developed in the nation to position it as a ‘Sustainable apparel manufacturing location globally. In 2006 I conceptualized , developed and launched a second program to educate youth on environmental stewardship in schools adjacent to all of our apparel manufacturing plants titled ‘**Eco Go Beyond**’ to educate youth aged 15-18years forging an alliance with the **UNEP Youthxchange** program (DTIE Office in Paris), the Consumer Citizenship Network(CCN) LOLA program in Hamar , Norway to develop a robust curriculum and program for developing countries in support of the UN Decade for Sustainable development education 2005-2014. In 2012 Eco Beyond won a UNESCO award for this program.

- [\*\*Chief Resident Representative/GM -SmithKline Beecham International\*\*](#)

1996 - 2001 SmithKline Beecham Consumer Healthcare Pte Ltd. Ho Chi Minh, Vietnam

Building the SB Vietnam team, launching key Vaccine and antibiotic brands and consolidating the Panadol brand was the focus. The highlight was a collaboration with the VN MOH to launch a series of books on ‘The Responsible use of Antibiotics’ with SB/MOH and Global leaders in the field. I built a strong team from 5 to 70 and secured Panadol manufacture in Vietnam. We had to build strong ‘Government’ relations and leverage both the EU and US to remove fake Panadol from the market by getting it included in the MFN status discussions between the Vietnamese and US governments.

- [\*\*Regional Marketing Director East Africa, Asia and Area Manager Gulf Sterling Health International\*\*](#)

1993 - 1996 Sterling Health Gulf region -Dubai, UAE

As Regional Marketing Director, reporting to Regional Headquarters in Guildford UK, I was charged with the responsibility of driving Globalization of the lead brand Panadol

and implementing marketing strategy across the region which covered the lead markets of Kenya, Gulf and Saudi Arabia, Turkey and Cyprus, India, Sri Lanka, Pakistan, Bangladesh and South East Asia. In the role of Gulf Area Manager I was responsible for developing the Gulf states business - UAE, Oman, Bahrain, Qatar, Kuwait. I launched an initiative titled the 'Pharmassit' program targeting all expat pharmacists in the Gulf and launched the entire Panadol range in the global format during this period.

### ▪ Business Development Manager/Marketing Manager - East Africa

1989 -1993 Sterling Drug Inc. Nairobi , Kenya

My first International posting was with Sterling Drug which later had many mergers and acquisitions until SmithKline Beecham bought it in 2000 and the merger with Glaxo Wellcome created the global pharmaceutical giant Glaxo SmithKline (GSK) in 2000. Between 1989-2000, I worked with this organization in East Africa, Middle East, South and South East Asia in various Area Marketing and General management positions.

- In 1989 I commenced work in Kenya initially building the team by recruiting, training and developing the marketing divisions of Sterling (Kenya, 1989-1993) and in the UAE built the Sterling Health Gulf Regional team (1993-1996) to achieve excellence and recognition in the form of Sterling International and Regional Awards in Marketing Excellence in 1990, 1991 and 1993.
- We developed a joint **UNICEF/PRITECH/MOH** project to manufacture and launch a commercially marketed ORS brand 'OKOA-ORS-Life giving water' targeted at rural consumers in Kenya for which Sterling Health won a **WHO** award in 1996.
- We sponsored the "1992 Kenyan Olympic Team to Barcelona" as its official health care sponsor. Managed the Middle East/South Asian Regional roll out of the Panadol range, embracing the global direction in 1990/1991 as the Global Brand Champion (Asia/Africa/Middle East) on a team of 7 where each of us had a Regional role reporting to Category Management to Sterling Drug NY,USA.

### ▪ Management Trainee and Product group Manager DT Foods



Unilever

1981 - 1989 Unilever, Sri Lanka

Unilever was my first real job! As a management trainee I spent many hours understanding its global strategies to select best practice examples from Unilever worldwide to replicate. Distributive margarines -ASTRA/FLORA and BLUE BAND benefited by robust national 'Cold storage infrastructure' which enabled the brand to grow from the 9<sup>th</sup> to be the 4<sup>th</sup> largest brand for Unilever. Successfully re-launched/launched Astra & Flora Margarine. Developed Astra Margarine to be the 3<sup>rd</sup> ranked distributive brand in profit of the company portfolio from its 9<sup>th</sup> rank by 1985.

- *Conceived and developed the ‘Astra Awards of Excellence’ Junior Cricket Sponsorship strategy for Sri Lankan cricket (12 - 17 age groups), along with the Sri Lanka Schools Cricket Association (1982-1987 ). 5 of the World Champion Sri Lanka Cricket team in 1996 were Astra Award of excellence winners as young teenagers.*
- Led the development of a ‘cold-storage’ infrastructure to handle all distributive foods brands in the country titled ‘Operation Astra Cool’
- Developed a partnership for National Nutritional awareness with UNICEF and NGOs and was a member of the “National Nutrition Awareness Committee.

### REFEREES

- **Neil BUHNE** *former UN RESIDENT REPRESENTATIVE - SRI LANKA and UNDP Geneva*

e-add: [Neil.Buhne@one.un.org](mailto:Neil.Buhne@one.un.org)

- **Prof. Ludo Van Der Heyden (INSEAD)**

The Solvey Chaired Professor of Technological Innovation  
**Professor of Technology and International Management-INSEAD**  
 INSEAD, Boulevard de Constance, 77305 Fontainebleau Cedex, France  
 ☎ 33-1-60724289 (Off) 33-1-60746160  
 e-add: [ludo.van-der-heyden@insead.edu](mailto:ludo.van-der-heyden@insead.edu)

- **Prof. Luk Van Wassenhove (INSEAD)**

*Professor of Operations Management / INSEAD Social Innovation Centre*  
 INSEAD, Boulevard de Constance, 77305 Fontainebleau Cedex, France  
 ☎ 33-1-60724289 (Off) 33-1-60746160  
 e-add: [luk.van-wassenhove@insead.edu](mailto:luk.van-wassenhove@insead.edu)

- **Prof. Veranja Karunaratne FRSC, FNASSL**  
 Associate Director Science & Strategic Relations  
 Sri Lanka Institute of Nanotechnology (Pvt) Ltd,  
 SLINTEC Nanotechnology and Science Park,  
 Mahenwatta, Pitipana,  
 Homagama, Sri Lanka  
 Tel: + 94 114 650 502  
 e-add: [VeranjaK@slintec.lk](mailto:VeranjaK@slintec.lk)