



# Rohan Bhuskute

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## Summary

Strategic leader with 10+ years in the Indian Navy, adept in consulting, digital transformation, operations, and supply chain strategy. Skilled at navigating complex ecosystems and cross-functional mandates, with a proven ability to bridge strategy with execution. Known for driving innovation, scalability, and operational excellence to deliver sustainable, future-ready outcomes in high-stakes environments.

## Professional Experience

### Consulting & Advisory | Indian Navy

- Structured ambiguous problems and aligned **150+ cross-functional** stakeholders to deliver KPI gains across strategy, operations, and cybersecurity programs, acting as de-facto PMO for mission-critical workstreams.
- Drove client-style value realization on an international mission by designing a resource-optimization playbook that lifted **asset utilization to 91%** under severe last-mile constraints.
- Led **change management & capability uplift** for **100+ personnel** (KRAs/KPIs, training cadence), improving organizational effectiveness by **20%** and institutionalizing performance governance.
- Orchestrated multi-agency stakeholder management (defence authorities, OEMs, embassies) to secure approvals and deliver **zero-incident** platform integrations in a high-accountability environment.
- De-risked high-stakes situations with hypothesis-driven problem solving and rapid implementation, including a first-of-its-kind operational recovery executed under time and safety pressure.
- Built governance rhythms (issue logs, benefits tracking, review cadences) that sustained delivery across complex programs and cross-cultural teams.

### Strategy, Planning and Initiatives | Indian Navy & Indian Embassy, Maldives

- Defined **PSQR/technical specifications** for the **111-helicopter NUH** acquisition, aligning vendor deliverables with capability needs and operating doctrine.
- Devised the integration strategy and policy for inducting **\$75M** multi-role platforms with legacy assets, securing funding and regulatory approvals, and enabling mission-ready interoperability.
- Served on the **Theaterisation Board**, shaping joint-asset utilization, ERP coherence, and inter-service interoperability across a **\$10B** asset base.
- Established performance governance (KRAs/KPIs, review mechanisms) to institutionalize decision-making and accelerate execution across delivery units.
- Executed capex and vendor-selection strategy to commission a new aviation unit (**\$85M** facilities), awarding **\$350M** of contracts on schedule with disciplined contract governance.
- Led enterprise risk & compliance initiatives, including sensitive investigations that strengthened information governance and organizational integrity.

### IT and Digital Transformation | Indian Navy

- Co-led **ERP rollout** for a **\$7.41B** aviation asset base, embedding predictive maintenance, automated replenishment, catalog standardization, and E2E supply-chain visibility to boost availability and working capital.
- Delivered the **\$55M Naval Communication Network** with **zero downtime** and **100% data integrity**, executing migration, cutover, and stabilization at scale.
- Directed **IT & cybersecurity** for **1,500+ mission-critical assets** and **\$50M+** infrastructure (SIEM, AD/IAM, forensics), sustaining **100% uptime** and **zero breaches**.
- Implemented **e-PKI with IDAM** for **500+ users**, strengthening digital authentication, non-repudiation, and auditability across classified workflows.
- Deployed the Navy's first **NAISS (\$10M)** integrating real-time intrusion detection and access controls to harden the security perimeter and multi-agency coordination.
- Modernized IT across **20+ units** (infrastructure upgrades, governance, threat response) while managing a **\$15M annual budget** for capability enhancement and digital readiness.
- Digitized workflows via **EDMS + cloud collaboration**, reducing paper usage by **80%** and saving **\$9M annually**.

## Operations Strategy & Program Delivery | Indian Navy

- Stood up the first **major-servicing assembly line**, cutting TAT **43%**, lifting capacity **17%**, and delivering **\$10M per-aircraft** efficiency through Lean flow, QA, and resource synchronization.
- Commissioned a new aviation unit (**\$85M** tech/infrastructure), stabilized operations, and integrated OEM assets (**\$75M**) via FAT/SAT, SLAs, and lifecycle sustainment plans.
- Led **75–150+ personnel** across planning, maintenance, and engineering to maintain **85%+** availability in resource-constrained environments.
- Executed **Lean/Agile** shop-floor improvements that removed bottlenecks and accelerated turnaround through daily management and cross-functional problem solving.
- Averted an **\$80M** loss by devising a first-of-its-kind engine-start recovery under international-exercise constraints, demonstrating high-stakes ops leadership.
- Sustained **100% fleet readiness** during Cyclone Tauktae and codified crisis SOPs/BCP, enabling life-saving missions without safety incidents.

## Supply Chain Management & Procurement Excellence | Indian Navy

- Built a category plan for **\$1.5M** critical spares (MRP with **ROP/safety stock/MOQ**), cutting **MTTR 25%** and boosting readiness **15%**.
- Managed **4,000 SKUs** using time-series forecasting and **ABC/FSN** segmentation to improve inventory turns and service levels.
- Shifted **100% addressable spend** to **e-procurement/GeM** (P2P, three-way match, automated approvals), reducing **PO cycle time 40%** and strengthening compliance.
- Instituted **SRM & supplier scorecards** across MRO/avionics/IT, cutting lead times **35%**, improving **OTIF**, and reducing stock-outs and expedites.
- Drove **indigenization/value engineering** and process redesign to trim lead times **19%** and unlock **\$30M+** recurring savings.
- Partnered with government stakeholders to enable **control-tower visibility** and last-mile fixes, reducing lead times **40%** and saving **\$10M+ annually**.
- Built a cross-border vendor ecosystem that cut **repair TAT 55%** and created **\$30M** in local value, strengthening regional resilience.

## Education

M Tech (Aeronautics – Electrical) – Cochin University of Science & technology | Kochi

B E (Electronics) – Gujarat Technological University | Ahmedabad

## Accomplishments

- Awarded Entry Scholarship at IIM Ahmedabad for distinguished profile and professional achievements
- Certificate of Appreciation by High Commissioner of India, Maldives
- Certificate of Appreciation by Director, Maldives National Defence Force
- Commendation by Commander-in-Chief, Indian Navy
- Authored and presented 2 technical papers in Naval Aviation Seminar
- First in order of Merit during Military and Technical Specialisation training
- University Gold Medallist - B E (Electronics)

## Certifications

- Global Supply Chain Management, IIM Indore
- Certified Scrum Master, Scrum Alliance
- IBM Data Analyst
- Certified Lean Six Sigma Black & Green Belt, ISEL

## Extra-Curriculars

- Elected as Vice Recruitment Secretary (PGPX) at IIM Ahmedabad.
- Certified Powered Hang Glider Pilot by Indian Navy
- Certified Open Water Diver by Professional Association of Diving Instructors (PADI)
- Editor of “Ahoy Magazine” at Indian Naval Academy