



Diwa Ratnam
Portofino & Associates

Skills

Diwa Ratnam analyzes a business and the management team holistically. His diverse experience includes general management, international business, product development, operations, team assessment and financial analysis. He is a proven leader moving companies through positive change and rapid, dynamic growth. Ratnam has refined these skills at 3M, Nike and a host of clients. Leveraging the Portofino & Associates Model, he brings an ever-growing set of skills to selected clients ranging from small startups to Fortune 100 clients.

3M

1980 3M, International Operations, 3M Australia

Responsible for Process Engineering & Quality Control, and manufacturing for brands such as 3M™ Abrasives, Scotch-Brite™ products, Wetordry™ abrasives, Production™ Papers, 3M™ Tri-M-ite™ Fre-Cut™ Papers, 3M™ Stikit™ Papers.

Before being transferred to 3M corporate offices in Saint Paul, Minnesota, he implemented "Total Quality Management" for 3M Australia.

1985 3M Consumer and Commercial International Business Team, 3M Corporate offices ST. Paul, MN

Youngest Technical Manager appointed to an International team. In this capacity he was responsible for product introductions for all Consumer products outside the US.

Named "Outstanding Technical Representative" by the South East Asian and Latin American subsidiaries.

During this time, 3M's International Consumer business grew from \$120 MM to \$900 MM. Annually, over 30% of that growth came from new product introductions that Ratnam and his team facilitated.

Served on team that evaluated and completed the acquisition of the O-Cel-O™ brand and facilities from General Mills. This acquisition led to a multi-million dollar revenue stream.

3M Product Development Team Leader Roles

1992

Developed and launched 3M Never-Rust Soap Pads. A dedicated manufacturing facility was built and first year sales for that product exceeded forecasts at over \$9MM.

1993

The Traction Enhancement Project was created to provide a range of 3M solutions including Nomad™, Entrap™, Enhance™, Safety-Walk™ brands to slip-and-fall accidents faced by consumers and in industry. This team returned a declining segment to growth in less than 18 months.

1994

As business manager responsible for the 3M™ Precise Mousing Surface, Ratnam lead 3M's first simultaneous global launch of a retail product and 3M's first Internet sale

1995

Ratnam established a reputation for leading and motivating high-performance teams. He was assigned, at the CEO's request, to Scotch™ Pop-Up tape strips. The global launch in 1996 is recognized as the most successful consumer products launch in 3M's history.

1997

Ratnam was named to a list of 3M's fifteen top innovators.

1995-1999 Nike**1995**

Ratnam was recruited by Nike where he held several positions in Business Development in Nike Footwear.

1996

Named General Manager, Nike Form. In this role he helped develop the process and the business model and strategy for the NikeID business as a cornerstone for the nike.com Web site. He was named Women's Innovation Director responsible for helping define and implement strategy for Nike's Women's business, including the landmark "Helping Young Girls Become Strong Women" program.

1998

As Category Business Director for Nike Vision and Sports Instruments, Ratnam was responsible for profitability improvement and product innovation in performance eyewear and sports measurement technology.

Products developed and launched under Ratnam's tenure total more than \$4.4 billion in cumulative sales.

Education and Affiliations

Ratnam has a B.E. and a M.S. in Chemical Engineering.
He is a member of the AOQC, ASQC and APICS certified.
He consults and lectures on Innovation, Branding, Emotional Design and High Performance Teams for clients including several Fortune 100 companies.