



## Shakil Ahmed

President & CEO

**Integrated Product Development Solutions, Inc.**

P.O. Box 3749, Cary NC 27519

Tel: 919-460-6496

Email: [ahmed@ipdsol.com](mailto:ahmed@ipdsol.com)

URL: [www.ipdsol.com](http://www.ipdsol.com)

Shakil Ahmed is President and CEO of consulting company, Integrated Product Development Solutions, which is a firm specializing in improving B2B development efficiency and expense reduction through leading edge processes and tools. The company has proven track record in inventing and implementing world class processes and tools in the field of product and platform complexity reduction, development cycle time reduction, emerging technologies implementation, portfolio planning, customer requirement planning, development execution, project management, supply chain management, procurement management, and Quality management.

Prior to starting his own consulting firm, Mr. Ahmed worked for IBM for 33 years and in his last assignment he was Corporate Director of Development Staff Operation, responsible for the worldwide development business transformation in IBM. As part of IBM Chairman Lou Gerstner's, reengineering team, Mr. Ahmed led IBM's worldwide development reengineering initiative. His team invented and implemented Integrated Product Development (IPD) processes; most notably among them was a common building block (CBB) process, which saved IBM in excess of \$1B in development and procurement efficiency over a four-year period.

During his tenure with IBM, Mr. Ahmed also managed S/390 Electronic Packaging laboratory in East Fishkill, NY, Technology Strategy, in Armonk, Product Assurance Laboratory, in Poughkeepsie, NY, and many other technology related projects.

### Key Highlights of his accomplishment in IBM include:

#### ▪ **IBM Worldwide Development Engineering Solutions**

- Development of Integrated Product Development Process (IPD)
- Developed and deployed a world class process to streamline efficiency across the IBM development organizations worldwide.
- Invented and implemented world-class product and parts complexity reduction through common building blocks – realizing a cost saving of over \$800M.
- Best of breed processes developed for Portfolio assessment and priorities, customer requirements and marketing priorities, complexity management.
- Reduced development resources by 50% (\$4B), development cycle time by 2X, abandoned projects by 8X, while maintaining revenue and profit growth.
- Manufacturing cost efficiency driven by improved development initiatives realized over \$300M in two years.
- Developed world-class software tools to implement process in a consistent fashion through out IBM realizing a tools and infrastructure savings in excess of \$50M.
- Developed web tools for shared development with suppliers and business partners.
- Developed and installed engineering solutions for portfolio analysis, design automation, parts procurement, work flow, and parts release system.
- Installed reengineering tools across IBM. The tools included in-house and vendor developed tools: AliahThink, Dassault Systemes Catia, Cadence, i2, Enovia Product Manager, IBM Business Management Workbench.
- Eliminated 40 legacy systems for cost reduction.
- All tools integrated with manufacturing systems: SAP, i2, and other in-house systems.

- **IBM Corporate Development Strategy Assessments**
  - As head of corporate development staff, assessed technical strategies for development in semiconductor memory, logic, and packaging
  
- **Laboratory Director -- East Fishkill Packaging Lab.**
  - Developed world-class electronic packages for IBM systems.
  - Leading edge ceramic packages for mainframe and midrange systems.
  - Interconnection technology for surface mount technologies.
  
- **Other Experience at IBM**
  - Director of Semiconductor Division Strategy
  - Director of Product Assurance
  - Director of East Fishkill Product Program Management
  - Manager of Procurement Product Assurance
  - Manager of Display Products Development
  - Manager of Semiconductor Memory Development
  
- **Technical/Business Process Versatility**
  - Semiconductor
  - Display Products
  - Glass Ceramic and Thin Films
  - Technical Strategies (Semiconductor, Packaging, and Sub-Systems)
  - Design Tools Development and direction.
  - Process Tools Development (Product Manager)
  - Manufacturing Yield Management (Yield from 3% to 45% in 90 days)
  - Engineering Management systems - architecture and solutions development.
  - Product Assurance Business Process
  - Management Practices Architect/Implementation for IBM Technology Division.
  - Market Driven Quality Champion
  - ISO Processes Champion
  - Business Process Architect/implementation worldwide
  - IPD Architect & implementation worldwide
  
- **Consultation**
  - Provided consultation guidance in the field of development process development and cost reduction through engineering systems tools and solutions: Boeing, Emerson, Xerox, Nortel, and Siemens.
  
- **External Relations**
  - Executive Board Member: MIT Innovative Product Development Center
  - Board of Directors: Microelectronics Center of North Carolina (MCNC)
  - Advisory Board for APEX Awards
  - Advisory Board for Management Roundtable Conferences

▪ **Recognition**

- i2 (Aspect Corp): 1999 Best Corporate Parts Management Application
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- IBM Malcolm Baldrige Quality Award: Best Laboratory Worldwide.
- IEEE: 1990 Best Innovation Corporation Award (Glass Ceramic)
- ASM: 1989 Corporate Technical Achievement Award (MLC)
- ACS: 1988 Corporate Technical Achievement Award (MLC)
- ASQC: 1987 Outstanding Quality Award (MLC)
- IEEE: Best Technical Paper of the Conference Award
- ASM: Best Technical Achiever Professional Award (Glass Ceramic Dev.)

▪ **Academics**

He holds a B.Sc. degree in Mechanical Engineering from University of Karachi, Pakistan; MS in Metallurgy from Michigan State University, East Lansing, MI; MBA from Pace University in NYC. Advanced Quality training at Phil Cosby Quality College, and Business Decision Management School, University of Virginia.