

Chay Saeed

Director | Program Management | Product Development | Engineering Execution | Innovation

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PMP (Project Management Professional)	Legal Name: Muhammad Saeed

Summary

Engineering and product development executive with 25+ years of experience leading large-scale innovation, new product development (NPD/NPI), and operational excellence across manufacturing, energy, automation, and industrial systems. Proven record building and leading multi-disciplinary global teams, translating business strategy into execution roadmaps, and delivering cost-effective, customer-centric products from concept through commercialization. Brings deep expertise in Stage-Gate / PMO / FEL systems, VAVE and continuous improvement, embedded controls and automation, portfolio budgeting, and cross-functional leadership spanning Engineering, Program Management, Supply Chain, Manufacturing, Quality, Sales, and Service. Known for executive presence, technical depth, and disciplined execution in complex and regulated environments.

CORE LEADERSHIP & TECHNICAL STRENGTHS

Product Development Leadership

Concept through commercialization; NPD, NPI, improvement, and product scaling

Engineering & Program Leadership

Lead multi-disciplinary and global teams across Engineering, PM, Operations, and suppliers

Innovation & Cost-Out

Drive VAVE, CI, quality improvement, margin expansion, and customer-centric innovation

Execution Systems

Stage-Gate, PMO, FEL-1 to FEL-3, Agile, Waterfall, SAFe, EVMS, PERT, Gantt, KPI tracking

AI & Automation

Use automation, analytics, and digital tools to improve engineering efficiency and delivery consistency

Technical Depth

Embedded controls, SCADA, PLC/HMI, system architecture, PCB development, motors/drives, industrial controls

Business Acumen

Business cases, portfolio budgets, forecasts, risk management, resource planning, ROI alignment

Cross-Functional Partnership

Category, Supply Chain, Manufacturing, Service, Procurement, Sales, Marketing, and Quality

PROFESSIONAL EXPERIENCE

Senior Systems Engineer - Rheem Manufacturing, Montgomery, AL

May 2025 - Present

- Lead system-level engineering for new product introduction and upgrades across water heater platforms, aligning technical requirements to business cases and market needs.
- Translate product goals into system architecture, requirements structure, and technical execution plans for embedded and digital control systems.
- Provide cross-functional technical leadership for product improvement, controls integration, and development readiness across engineering and manufacturing interfaces.
- Drive NPD/NPI execution using Stage-Gate (FEL), leading requirements, risk management, validation, and production readiness across water heater platforms.
- Lead IoT system architecture for connected water heaters, integrating embedded controls, cloud platforms, and remote monitoring/diagnostics capabilities.
- Champion Lean systems engineering, applying DFM, value stream optimization, and root cause analysis to improve quality, reduce complexity, and accelerate time-to-market.

Senior Project Manager / Senior Engineering Manager - Rockwell Automation / GHSP (Actalent - Consultant), Milwaukee, WI

Dec 2023 - Nov 2024

- **Project Leadership:** Led capital, process improvement, and safety control projects, ensuring timelines, budgets, and ROI targets were met. Created project charters, scope, and milestones using agile tools like Confluence and Jira.
- **Automation & Control Systems:** Designed, installed, and programmed AB's CompactLogix PLCs, HMIs, and SCADA networks. Managed equipment upgrades and troubleshooting for improved reliability.
- **Team Collaboration:** Coordinated internal teams and external contractors, guiding technicians and engineers in design, development, and capital projects.
- **Process Optimization:** Enhanced plant efficiency, equipment uptime, and reliability through continuous improvement and data-driven analysis across industries like medical devices, pharmaceuticals, and energy.

Director of Engineering - ANGI Energy Systems (Tata Consultancy Services), Wisconsin

Dec 2020 - Oct 2023

- Directed end-to-end product development for hydrogen dispenser platforms from concept through production readiness, including electrical, software, controls, and system integration.
- Managed NPD/NPI, Stage-Gate / FEL execution, requirements definition, risk assessments, schedules, budgets, KPI tracking, and portfolio governance for programs valued at approximately \$9M.
- Led cross-functional execution spanning sales, marketing, service, manufacturing, procurement, and suppliers to align product roadmap, commercialization, and customer needs.
- Drove VAVE, CI, ADT, and APQP initiatives, supporting quality improvement, cost optimization, and engineering rigor across product and process changes.
- Oversaw system and embedded software design/development/deployment, logic flow, verification and validation, and functional safety-related requirements.
- Provided technical leadership for PCBs and controls architecture including schematics, BOMs, Gerber data, layout coordination, PPAP support, and parts availability.
- Applied automation, analytics, and modern development practices to improve execution consistency, technical decision-making, and delivery velocity.

Senior Program Manager - Unico Technologies (Tata Consultancy Services) Franksville, WI

Jan 2020 - Dec 2020

- Managed vendor strategy, alternate sourcing, negotiation, logistics, and supplier coordination to support industrial controls and drive-system programs.
- Led development of SCADA/PLC control algorithms and VFD controller solutions using Siemens SIMATIC S7 to improve cycle time, control quality, and energy efficiency.
- Coordinated globally distributed teams and technical contributors to deliver custom motor-control and automation solutions.

Global Project Manager - VAVE - Gilbarco (Tata Consultancy Services), Greensboro, NC

Oct 2017 - Dec 2019

- Built a Project Management Center of Excellence from the ground up across 13 global locations, establishing governance, consistency, and execution discipline.
- Led value analysis/value engineering, NPI/NPD, and continuous improvement initiatives for complex global programs with estimated portfolio value of approximately \$26M.
- Directed multi-disciplinary teams across electrical, mechanical, software, quality, testing, manufacturing, and commercial functions to execute product and improvement roadmaps.
- Managed certification and regulator interactions, alpha/beta testing coordination, system-level and field trials, and integration of automation, cloud, testing, and power-control initiatives.

Associate Professor Adjunct - Austin Community College, Austin, TX

Aug 2016 - Oct 2017

- Taught project management, computer science, IT, business intelligence, system design methodologies, hardware, control systems, microprocessors, and digital design.
- Strengthened executive communication and mentoring capabilities through technical instruction and stakeholder-facing curriculum delivery.

Senior Engineering Manager - Arista Solutions, Pakistan

Jan 2014 - May 2016

- Managed engineering teams, day-to-day tasking, mentoring, stakeholder communication, and engineering analysis to support customer-driven delivery.
- Helped remove bottlenecks, secure resources, and verify technical documentation across engineering disciplines.

Director Project Management - Syscomp, Pakistan

Feb 2012 - Jan 2014

- Supported strategic planning and execution while managing schedules, budgets, and resource allocation for product and project delivery initiatives.
- Contributed to product launches, production efficiency improvements, and scaling of operations.

Project Manager PMO - Syscomp, Jeddah, Saudi Arabia

Aug 2011 - Feb 2012

- Established PMO structure, procedures, planning, scheduling, budgeting, training, customer support, and stakeholder coordination for Jeddah Municipality programs using Primavera.

Earlier Engineering, Design, IT, and Faculty Roles

Design Engineer - Syscomp | Electrical Design Engineer - Mantiq Systems | Head of IT and Electrical Engineering - COMSATS Institute of Information Technology | Software Engineer - Pakistan Staff College | Electrical Engineering Faculty Member - National University of Sciences & Technology | Electrical Engineer - Base Design Centre | Design Engineer - Inspectorate of Electronics

EDUCATION, CREDENTIALS & PROFESSIONAL AFFILIATIONS

Education & Credentials

- MS, Computer Engg - Wayne State Uni, Detroit, USA (1991)
- BS, Electrical Engineering - NED UET, Karachi, Pakistan (1986)
- MBA, Human Resources - Allama Iqbal Uni, Pakistan (2019)
- PGD, Electronics - College of EME, Rawalpindi, Pakistan (1986)
- PGD, Information Technology - College of EME, Pakistan (1986)
- BSc, Physics / Mathematics - PMA, Abbottabad, Pakistan (1982)
- PMP, Project Management Professional - PMI, USA (Active 2011)

Memberships & Certifications

- Professional Engineer (Pakistan) - PE
- IEEE/ACM
- PMI - Project Management Institute
- Scrum Fundamental Certificate
- Big Data Foundation Certificate
- Selected training: Software Quality, Software Project Management, Software Requirements Management, Agile Practices, Project Risk Management, Intellectual Property Rights, Professional Development of Engineers

TARGETED ALIGNMENT TO DIRECT SUPPLY ROLE

- Lead engineering and program organizations with strong accountability, structured governance, and cross-functional execution discipline while owning full product development systems from concept through commercialization.
- Translate strategy into execution roadmaps that align innovation, operational excellence, cost-out, investment priorities, and customer outcomes across complex, quality-focused product environments.
- Leverage automation, analytics, and AI-oriented process-improvement mindsets to reduce cycle time, improve consistency, and strengthen engineering throughput and delivery reliability.

SELECT TOOLS, METHODS & DOMAIN KEYWORDS

Stage-Gate, PMO, FEL, EVMS, PMBOK, Agile, Waterfall, SAFe, Jira, Confluence, Azure DevOps, MS Project, Power BI, SAP, SharePoint, SCADA, PLC, HMI, Allen-Bradley, Siemens SIMATIC S7, embedded systems, microcontrollers, PCB design support, controls architecture, hydrogen, CNG, motors, VFDs, automation, testing, certification, UL, CSA, ANSI, IEEE, APQP, VAVE, CI, NPI, NPD, resource planning, portfolio budgeting, risk management, supplier coordination, manufacturing support.