

KETAN AMARNATH WAGHMARE

Strategic Learning & Development Leader | Driving Organizational Capability & Talent



Achievements

- Led the fleet-wide rollout of the Code of Ethics training, achieving 100% completion in under 2 weeks—a company-first record.
- Created the MAPS user guide, a standardized training framework used across the fleet for new training specialists.
- Achieved a flawless score of 100% during the annual Platinum audit, demonstrating a commitment to excellence in compliance and quality standards.
- Achieved 100%+ compliance in 4 key e-learning courses, optimizing mandatory training completion rates across the vessel with an average score across 12 modules of 90%.

Core Competencies

- Learning & Development Strategy
- Leadership & Talent Development
- Organizational Development & Change Management
- Business Transformation Through Learning
- Performance Improvement & Succession Planning
- Digital Learning & E-Learning Platforms
- Executive Coaching & Leadership Training
- Diversity, Equity & Inclusion (DEI)
- Stakeholder & C-Suite Collaboration
- Employee Engagement & Retention Strategies
- Training Budgeting & ROI Optimization

Education & Certifications

- Executive Development Program in Transformational Leadership from XLRI, Jamshedpur, India (2020)
- Diploma in Hotel Management, Anjuman -I- Islam's' A. K. Hafizka Institute of Hotel Management & Catering Technology, Mumbai (2000)
- Certified Human Resources Management Professional - CHRMP
- Lean Six Sigma Green Belt Certified Training for Intervention Purposes (TIPS), Miami, FL

Results-driven Learning & Development (L&D) Leader with over 25 years of experience in the hospitality and corporate sectors, specializing in enterprise-wide L&D strategy, leadership development, and cultural transformation. Adept at aligning L&D initiatives with business objectives to drive employee engagement, performance excellence, and operational efficiency. Proven ability to design and execute scalable learning solutions across multinational teams (2,000+ employees). Expertise in succession planning, digital learning transformation, and diversity, equity & inclusion (DEI) initiatives. Passionate about empowering leaders and fostering a culture of continuous learning and innovation

Overall Key Deliverables

- Built & Scaled L&D Functions: Established and led various Learning & Development cells, enhancing training efficiency, compliance, and leadership pipeline development.
- Organizational Development & SOP Standardization: Designed and implemented company-wide SOP frameworks ensuring standardized service excellence, cross-functional efficiency, and continuous process improvement.
- Enterprise-Wide Learning Transformation: Spearheaded the 100% rollout of a single-sheet Induction Program at Radisson Pune.
- Performance & Competency Management: Conceptualized, developed, and implemented the APTMS (Associate Performance Tracking & Management System), providing a 360-degree skill assessment model, enhancing workforce capabilities, and aligning training with performance KPIs.
- Executive Leadership & Cultural Initiatives: Launched the "Groom to Bloom" Employee Engagement Initiative, leading to measurable improvements in grooming standards, employee engagement, and customer satisfaction (GSTS scores up by 80%).
- Large-Scale L&D Programs & Employee Well-Being: Designed and implemented the "SAATHI" Employee Assistance Program, benefiting 3,000+ employees, fostering well-being, and increasing retention.
- Led the development and enterprise-wide rollout of "Diversity to Sensitivity" and "Mindfulness to Wellness" training programs, reinforcing a culture of inclusivity and resilience.
- Re-engineered the "POSH" (Prevention of Sexual Harassment) Training, ensuring company-wide compliance and fostering an inclusive workplace.
- Leadership Development & Succession Planning: Developed and deployed custom leadership training frameworks across multiple organizations, facilitating talent readiness, succession planning, and high-potential employee development.
- Developed & implemented the Management Training Program, enhancing leadership capabilities for 250+ managers annually.

Work Experience

H.R. Learning & Development Manager
MSC Cruise Line, International | March 2024 – Till Date

- Established the first-ever Learning & Development function, ensuring training aligns with business goals and workforce performance.
- Developed and launched a company-wide Diversity & Inclusion training, impacting 1,700+ crew members, leading to a 15% increase in DEI compliance scores.
- Achieved 100%+ compliance in 4 key e-learning courses, optimizing mandatory training completion rates across the vessel with an average score across 12 modules of 90%.
- Implemented the first ship-wide "Sexual Harassment Prevention Training" for 2,300+ crew members, reinforcing a culture of safety and respect.

Contact

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Personal Details

- Languages Known: English, Hindi, Marathi
- Location: Mumbai, India
- Travel Readiness: Valid Passport, Seamen’s Book, SID Card

Beyond Work

Passionate about transformational leadership, continuous learning, and fostering high-performing teams. Enthusiastic about fitness, creative writing, and global travel, constantly exploring cross-cultural leadership and people management strategies.

PAST ASSIGNMENTS

Organization	Designation	Duration
Carnival Cruise Line	Learning & Development Manager	May 2022 – Feb 2024
Impresario Handmade Restaurants	A.G.M. Learning & Development	May2021–April 2022
Norwegian Cruise Line	Training Specialist	Sep 2015 – Feb 2019
Niyama by Per AQUUM, Maldives	Training Manager Manager	Nov 2012 – Jan 2015
Hilton Mumbai International Airport, Mumbai	Training & Development Manager	Aug 2012- Nov 2012
Radisson Hotel, Pune	Training & Development	Jun 2009- Jul 2012
Indian Hotels Company Limited, Kerala/Goa	Manager-Learning & Development	Sep 2005- Jun 2009

From 1996 to 2005, I held positions at esteemed organizations such as Sodexho Pass Services India, Rizvi Institute of Hotel Management & Catering Technology, Oberoi Centre for Learning & Development, and Taj Air Caterers.

Excited about leveraging my experience to drive impactful learning and development initiatives that foster meaningful connections across teams and contribute to organizational growth