

# Nrupesh Shah

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## Career objective

Looking for most challenging position at executive management level in a progressive organization where all my decision-making abilities, knowledge, skills & experience will be used in the benefit of the organization

## Professional Synopsis

- Transformational leader with **23 years** of wide range of experience in leading organization in their segment in Manufacturing, Operation Excellence, ERP Implementation, Digitalization & Advance Industrial Engineering, Central planning.
- Gained a cross-culture exposure by working with various counterparts in USA, Germany, Spain, China, Denmark, Brazil etc...
- Industry Exposure :- 1) Heavy Engineering Industries – Defense equipment & Pressure vessel  
2) Renewable Energy – Hydro/Wind turbine equipment manufacturing.  
3) Fossil Energy – Steam Turbine equipment manufacturing.
- Proficient in **Industrial setup/Green Field** project. So far **4 green projects** handled.
- Skilled at handling multiple tasks and projects simultaneously in challenging environments with excellent relationship management skills and the ability to relate to people at any level of business and management.
- Certified **LEAN ASSESSOR** from **Frost & Sullivan (IMEA)**.
- Lead **4 ERP implementation** projects.
- Proficient in Change Management & Drive Leader – Leader Concept.

## Academic Credentials

|           |   |                       |
|-----------|---|-----------------------|
| Aug' 1998 | Diploma in Mechanical Engineering<br>With Distinction | MS University, Baroda |
| Mar'1995  | HSC with First Class                                  | GSEB, Baroda          |
| Dec'2006  | Piping Design & Plant Layout                          | IIT Bombay            |
| Nov'2013  | BE Mechanical   | MS University, Baroda |

## Organizational Experience

**Since Aug'21 with VESTAS Wind Technology India Pvt Ltd .**

**Director – Head of Operation**

- Responsible for factory P&L.
- Deploy safety pyramid to ensure safe workplace.
- Develop competitive edge by optimizing cost.
- Inculcate Value & Intent base leadership.
- Deploy strategy to align factory with organization vision.
- Develop a localization plan along with GP.
- Prepare a development plan for WC & create successor pipeline.
- Execute CSR activity along with central CSR team.
- Deploy lean culture to improve entire value chain.
- Responsible to create asset light factory to ensure profitable & sustainable growth.
- Drive customer centricity.
- Defines and ensures implementation of corporate approved Manufacturing policies for assigned organization unit(s).

Classification: Restricted

- Ensures long-term planning of production resources, derives the respective business and investment plans for all sites.
- Takes decision on Manufacturing related budgets and decides budget and resource allocation in the annual budgeting process as well as in the monthly forecasting.
- Oversees and manages all mission, critical Manufacturing programs and initiates and oversees continuous development of Manufacturing infrastructure.
- Cooperates with BU Executives and Senior Management, esp. in Sales, SCM / Logistics, R&D and Engineering as well as Real Estate and any other Corporate Function.
- Advises Executive management in all manufacturing related matters.
- Takes overall responsibility and accountability for ensuring implementing the Vestas QHSE policies and objectives.
- Heads overall organization assigned, and leads all related Management, Professionals and staff.

**Since Jul'16 till Jul'21 with VESTAS Wind Technology India Pvt Ltd.**

**Senior GM – Production / Project Manager for Industrial Setup**

#### **Responsible for Construction**

- Project scoping & timeline by collaborating with Internal & External stakeholders.
- Formation of project team, daily review meeting & escalation methodology.
- Estimating project budget and overseeing the budget throughout the project lifecycle
- Optimize layout by analyzing the material & information flow – VSM / Man -Machine movement methodology/ Spaghetti diagram.
- Technical & commercial evaluation of contractor along with Sourcing & Finance before awarding the contract.
- Evaluation of technical submittal of each major equipment / facilities
- Risk & opportunity assessment throughout the project lifecycle to mitigate the risk & make it profitable
- Project progress/budget monitoring through 'S' curve.
- Fortnightly update the project status in "Steerco"
- Liaisoning with Government Authorities to comply all Statutory & Legal requirements like CTE, CTO, CGWA, Labor License, Factory License, Fire NOC, TDO approval, DG approval, BOCW registration & License & etc...
- Define the contractor safety guidelines to ensure safe execution throughout the project.
- Looking at the opportunity to initiate the cost out project with the support of team.
- Responsible for SAT/FAT & Final handover to concern stake holder.

#### **Responsible for Operations**

- Green field project for Factory set up & any upcoming change in line with new models
- Recruitment of approx. 600 people over a span of 6 months.
- Monitoring of project schedule & align with mold installation team.
- Develop a **Training & Development** model & monitor the training for management staff & operator.
  - Collaborate with other plant to ensure proper knowledge transfer.
  - Developed in-house training facility.
  - Develop a training module under the Skill India Concept
- Prepare Strategy Deployment in line with organization growth plan
- Define a plant layout considering unidirectional flow of material.
- Launch a cost competitive program for sustainable growth.
  - Launch 80-20 localization program to optimize product cost.

Develop a **SQDC** culture across the factory.

- Introduce Vestas Behavior Change program to bring cultural change.
  - Introduce **Safety Walk** concept
  - Introduce **Incident Management System** to capture all safety related observation.
  - Introduce safety game to create internal competition.
- Drive cultural change through **Leader –Leader** Concept. **Leverage the control** with **competences**.
- Instrumental in developing various **HR/IR policies** as per like
  - Shift allowance
  - Incentive plan to enhance productivity
  - Subcontractor policies.
  - Introduce gender diversity by creating suitable opportunity for women.
  - Equal opportunity for physically impaired candidate.

- Responsible to qualify factory for **IMS certification**.
- Responsible for to qualify as preferred supplier by securing more than 80% score in **VDA** assessment.
- Address **Customer feedback** with by proper **RCA**.
- To support SQD on **PPAP** trial of new product development or new supplier introduction.
- Derive PFMEA/Control Plan from CTQ & DFMEA. Also carry out MSA for CTQ measurement methods.
- Present quarterly **factory performance** to steerco with success stories & opportunities of improvement.
- Monthly review of KPI with management team.
- Prepare annual budget in line with business development plan.
- Responsible for facility/estate maintenance.
  - Define all AMCs to ensure flowless service with low cost.
  - Introduce a contract for all auxiliary services.
  - Introduce to capturing & reuse of condensation water collecting system to reduce the water consumption for HVAC.
  - BY optimizing temperature reduce the electricity bills.
- Core team member to **Localization – By 2021 make 80% localization & 20 % only Import**.
  - Identify the promising component which can be localized.
  - Formation SQD team to identify probable supplier & perform vendor evaluation.
  - Carryout PPAP for localized part.
  - Established global supply chain for localized product.
  - For A class spares develop centralize stores to optimize inventory
  - Cost out project initiated to create a India as base for supply of all small composite component to rest of vestas plant.
  - Introduce VMI to optimize operational cost for the consumable items.
  - Optimize the inventory cost of raw material by reducing the inventory from 60 blades to 40 blades.
- **Local Change Manager – ERP Implementation (SAP ECC 6.0 / Attendance System/SuccessFactors)**
  - Project scoping & timeline by collaborating with Internal & External stakeholders.
  - Formation of project team – Key Users, Change Manager, Data manager & etc...
  - Gathering the business requirement & As is process.
  - Prepare business bule print along with implementation partner & Signoff from factory/organization.
  - Identification of gap w.r.t AS IS process & Blueprint.
  - Differentiate between business-critical needs & nice to have requirements.
  - Maintain the CR logs & review the progress on weekly basis.
  - Weekly review with the steerco on project progress, budget & forecast
  - Data cleaning & loading without impacting the business
  - Organize various training program like Train the trainer for Key user & End user training.
  - Execution of UAT, EUT & Data Loading & signoff.
  - Define strategy for post GO live support.

### **Sep'14 to Jun'16 with ABFPPL India Ltd. (GE group of companies – Involved in Steam Power System)**

ABFPPL is JV engaged in providing complete solution of Steam Turbine & Generator for 660MW & onwards.

### **HoD for Fabrication Shop (MMI, Welding Engineering, Manufacturing Planning, Manufacturing & Quality)**

#### **Responsible for**

- Erection & Commissioning of Equipment.
- Product & process qualification.
- Staffing management as well as operator.
- Vendor qualification & support for fabrication vendor.
- Manufacturing of Turbine & Generator Component.
- Ensure safe working environment by compiling all legal & statutory requirements.
- Provide safe work place by creating awareness about HRA, Conduct TBT, SOV & GPI etc...
- Responsible to Implement & Establish the ERP system with the Unit.

## **March'06 to Sep'14 with ALSTOM India Ltd. (Hydro Division)**

Alstom is MNC engaged in various sector like Thermal Power, Renewable Power. Transportation & Grid. Presently I am associated with Hydro business.

### **Process Development & support to manufacturing**

**Industrial Engineering - Till April'08**

#### **Responsible For**

- To estimate the hrs based on analogy drawing for tendering.
- Involve in cost optimization during tendering.
- Material estimation for procurement.
- Technical support for manufacturing & site activities.
- Develop a new process for fabrication, welding, machining & assembly to improve the productivity.
- To continuously aim for the improvement of the productivity/efficiency of the production process by installing appropriate tools to assess, improve and monitor performance
- Interacting with customers and other external/internal agencies for design change requirements / non-conformities and their approvals.

### **Project/Operation Planning (Mechanical/Equipment)**

From May'08 to Sep'14

#### **Project/Operations Planning**

- Validate the Tendering Time Schedule based on bidding requirement.
- Validate the Overall Time Schedule (L1) based on contractual requirement & submit it to customer.
- Validate Master Time Schedule (L2) considering the interface between various functions including SITE activities.
- Forming and spearheading cross-functional teams for streamlined execution of project.
- To review the load chart & identify the risk & opportunity.
- Identify critical interface/milestone between the functions.
- Define a bottleneck resource based on load chart for the 3 months look ahead. Also discuss & prepare a backup plan for meet the deadline in case of overcapacity requirement.
- Based on 3 months look ahead brief the risk & opportunity to concern department to expedite the same.
- Co-ordinate weekly project review meetings with HOD's for solving various project problems.
- Analyze any laps in schedule & define corrective & preventive measures along with concern department.

### **Lean Implementation/Quality Circles/TPM**

From May'08 to Sep'14

- Responsible to implement & sustain lean values across the manufacturing.
- Define VSM & VSD for Bar line & wicket gate line.
- Implement KANBAN card system by defining the value chain of manufacturing.
- Establish visual management throughout the plant.
- Implement the resource allocation & technical meeting before starting a project.
- Current state & future state process flow diagram for various e2e business process like Operation Planning, Engineering, Sourcing
- Responsible for interdepartmental synchronization.
- Deploy RCA culture through A3 & 8D culture...
- Define the Machine cells based process flow.
- Deployment of machine monitoring system (EGA) & analyse various parameter to improve productive machine utilization.
- Implement KEIZEN system & achieved 2.6 M Euro recurring saving within operation.
- Deploy a reward mechanism for 5S & EHS.

### **ERP Deployment – SAP 6.0 -**

Identified as a key user for PP, QM & MM Module (For manufacturing).

- To map the as is business process
- To define to be process & identify the major organizational changes.
- To identify the Major gap between legacy system & to be process.
- To identify & implement the Business Transformation point for business.

- Responsible for implementation of harmonized the business process
- 1<sup>st</sup> level support for technical & functional query to end-users.
- Responsible for Master & transactional data migration.
- To carryout UAT & validate the global solution.
- To train the end users.

## **Sep'98 to Mar'2006 Larsen & Toubro Ltd, Hazira Works**

### **Key Areas**

#### **Production Supervisor, Heavy Fabrication Shops**

Sep'1998 to Mar'2006 Larsen & Toubro Limited, Hazira Works, Surat

- Responsible for supervision of day-to-day fabrication activities.
- Implementation of new process & methods of fabrication that increased productivity.
- Review of shop loading against available capacity.
- Preparation of critical process, which require special attention.
- Improving productivity of by implementing process changes and making Standard Operating procedures.
- Responsible for PDCA cycle for Quality control in the shop floor.
- Involved in deciding the manufacturing sequence, preparation of micro / macro level schedule for various projects and resource planning.
- Coordinating the project activities with various agencies involved in the project viz. QA/AC, Welding Engineering, shops, customer and third party surveyors.
- Preparation of loading plans, lashing plans, camouflaging scheme, supply lists for dispatch.

### **Key Achievements**

- Complete the FAB Shop erection & commissioning the equipments within 6 months time to meet **PMP** milestone.
- Mapping of end to end business process by using **VSM** to identify **NVA's** to ensure smoothen flow.
- Implementation of **MANTHAN** (Keizen) system.
- Development of Maintenance Management System (MMS) & Quality Workflow (QWF).
- Reduce operation **LEAD TIME** by **30%** to retain competitiveness in market.
- Represent ALSTOM in **Indian Manufacturing Excellence Award** consecutively for 3 years & able to secure GOLD award in two seasons in a row.
- Represent Alstom in two prestigious **KAIZEN Competition** i.e INDIZEN 5<sup>th</sup> NATIONAL CONVENTION & BARODA PRODUCTIVITY COUNCIL. Alstom bags 1<sup>st</sup> runner position in both the competition.
- Lead the **SAP** Implementation across the Alstom India Ltd & Vestas Wind Technology India Pvt Ltd.
- Experience in 4 - **Green Field Projects**. Set up a Blade manufacturing unit within a record time of 15 months & start manufacturing. Launch 2 NPD projects with an average 10% saving of overall budget which includes Capex, Construction cost (Civil, Structural & MEP services)

### **IT Skills**

Auto-CAD, MS Project, ERP-BaaN, Concerto, MS office, Primavera. SAP 6.0 (MM,PP,QM & PS Module)

### **Personal Details**

Address : B-702 Kavisha Celebration, Ghuma, Ahmedabad

Date of Birth : 30<sup>th</sup> Nov'1978.

Languages : English, Hindi and Gujarati (Mother Tongue)

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