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| * [appa.khutwad@gmail.com](mailto:appa.khutwad@gmail.com);  +91-9404530325, +91-8511124916   **Khutwad . Appa**  **Plant Management~Strategic Planning & Execution~ Team Management & Leadership**  *Proven career in Value Stream Mapping, Line design & implementing of effective ideas/ strategies that can add value to organization through inspiring leadership & innovation excellence.* | |
| Executive Profile  A focused and goal-oriented professional with 20**+ years of rich and extensive experience** in Lean, Operations and Supply Chain Management. Devising significant solutions, managing day-to-day **production & lean supply chain** for making effective utilization of man, machine, method & materials. Supported Green and Brownfield plant with latest technology in **Electronics, Medical, Engineering and Healthcare sectors. In make to stock- MTS, make to order-MTO and Engineered to Order – ETO product categories**.  s  Headed **Top-line/ Bottom-line profitability** and improvement by creating strategic projects. Experience in Coaching cross functional teams for problem solving. Spearheaded **Green Field plant operations** with FMS 200 certification, **Supply chain logistics for import and export**.  Identified and implemented initiatives which add to company’s bottom line thus positively impacting **EBITDA** margins. Skilled in implementing Hoshin Kanri, **TPM, Lean,** Quality Standards likeISO 9001, ISO 14001, & Supplier assessment and development.  Excels in establishing new manufacturing facilities to achieve commercial stabilization within short cycle; proven capabilities in Greenfield Project, **New Location Set-up, and Start-up Management**. Experience in handling of multiple sites, different culture, matrix reporting and different product of manufacturing line transformation.  Certifications   * Ingersoll Rand: Certified **Lean Leader** * ASQ - USA: **Certified Manager** of Quality/ Organizational Excellence * ASCM: CPIM Basic- Certified Production and Inventory Management * Sulzer: Certified **LEAN Coach** and **LEAN facilitator** * SSA: Certified **Lean Six Sigma Master Black Belt** * Train the Trainer: Certified Team Leader Development Program | Key Skills  Training & Development    3P, MDI s and VSM,  BE Assessment  Sales, HR,IT &  Product Excellence  Strategy Deployment  Lean Six Sigma Expert  Supplier development  Quality Management  Digital Excellence- MES, Milk Run  Import & Export Standardization  Line Design & Material flow  Technical Skills  MS Office & Windows, VSM, VSA, Visio, Minitab, TCO  Soft Skills    **Soft Skills**  Decision-maker  Innovator  Leader  Collaborator |
| Career Timeline | |
| **Ingersoll Rand, Ahmedabad as Value Stream Coach**  **Sulzer Pumps, Navi Mumbai as Lean Manager**    **May’10 – May’13**  **Since Dec’14**  **Jun’13 – Dec’14**  **Pentair, Goa as Lean Manager**  Education & Credentials   * **2009**: MBA from ICFAI University. * **1994:** BE Elect. From Pune University. * **1990:** HSC from Pune University.   Notable Accomplishments Across The Career   * Gained expertise in Strategic planning for organization on, AOP and Long Rang Plan (LRP), * Participated in implementing the cell concepts for assembly line due to which the units per employee improved by 40% and Space saving by 48% * Managed Brownfield compressor manufacturing plant with investment of 125cr INR at Ahmedabad in Gujarat with more than 15% increase in productivity * Double the inventory Turns by improving Lean supplier development and Strategic import management. * Spearheaded new product introduction technologies to manufacture **Consumer goods, Medical electronics- x ray machines, Baby monitoring system, Electronic Transportation system for Railways**. * Managed the plants at multi-locations; ensured YOY Improvement on Safety, Quality, Deliver and Productivity and bagged Premier Plant Awards (Best Plant Rank improved to 5 from 40; total plants in review 48) * Drove problem-solving approach to improve Employee Engagement index and managed New Greenfield plant for Electronic and Medical products manufacturing with investment of 150 million INR in Pune * 10 Cr + Saving in incoming material handling cost and export process simplification * Applied load leveling method for warehouse/ warehouse receipt phase reduces the time of receipt phase by 50% * Successfully operated the content refilling program with a 3-fold reduction in shop floor inventory by: * Improving AR by using standard work and MDI (managing daily improvements) * RIE project to reduce cost of container hold at manufacturing sites or during import clearance * Minimized the electricity consumption by 12% using energy VSM and lean tools * Saving 20cr + Reduced variance in stores and operation by best practices implementing * Lean supplier packaging, milk run and product packaging improvement to save cost of 2Cr INR. * Strengthen process of material receipt process time reduced form 7 days to 1 day for DTS items. * **100+ Training** on Lean Basic, Six Sigma, TPM, Kanban, Supplier OTD, OEE, SMED, Line Balancing and problem solving. * **Blue Chip Projects** Executed: * **Software Projects**: Metrics Management – JOS, Document Control System and Calibration System, ESD Program * **Lean** : VSM Mapping 20+ Project Cycles * Executed NPI Project with US MNC for 18 PCBA New Introduction Phase and Handover to Mass Production Team * Actively participated in managing 81 Lean & 10 sigma project with saving of $10.5 million * Steered efforts for Improving OTD >95% and reducing FG /WIP inventory * Implemented **Online E-Kaizen and E-Suggestion System** * Formulated the training material/ standard work for improving on time delivery thus reducing liquidated damages (LD) and Special focus to collect (11cr INR) the pending payment from customer for more than 3 years   Professional Experience  **Since Dec'14 with Ingersoll Rand, Ahmedabad joined as OpEx Leader promoted to Value Steam Coach**  **Key Result Areas:**   * Leading the team of 1000+ employees; spearheading the **5 plant level Value streams** as per the goals of organization; developing new initiatives to create annual strategy. * Training to Managers on A3 thinking and Problem Solving, Engineers on **Basic LEAN**, PDCA, **Standard work** and Workers on **TPM**, Identify and eliminate **Wastes.** * Leading **Value Stream** transformation event with VS Managers. * **Supplier consolidation A3 and support supplier meet** * Using tools Like 3E **Kaizens**, 9 Step Problem Solving, RAPID Improvement Events- **RIE**s * Coaching to Leadership during **Gemba walks** and **MDIs**. * Managing **Lean and Six sigma projects** and monthly updates on cost saving and culture transformation. * Facilitating Continual Benchmarking for subsequent attainment of achieving Zero Bad (Breakdown, Accident & Defect) in product by utilizing troubleshooting tools like root cause analysis as well as in process across the organization. * **Productivity Improvements** through: Labor Overhead and Material Overhead lean/ six sigma project initiatives   Previous Experience  **Jun'13 - Dec'14 with Pentair, Goa as Lean Manager**  **May'10 - May'13 with Sulzer Pumps, Navi Mumbai as Lean Manager**  **Dec'04 - May'10 with Jabil Circuit P Ltd, Pune as Lean Coordinator**  **Jan’04 - Nov'04 with Videocon Communications Ltd, Aurangabad as HOD QA/ MQA**  **Nov'00 - Dec'03 with Dart Electronics Ltd, Daman as Factory Manager**  **Mar'98 - Nov'00 with Easter Electronics P Ltd, Family Care LTD, Goa as Quality In-charge & Factory Manager**  **Jan'96 - Mar'98 with AS Electronics, Goa as Management Trainee**  **May'95 - Dec'95 with Ensave Devices, Pune as Trainee Engineer**  Trainings   * **2018~19**: Trained on **Situational Leadership** from Ken Blanchard USA, Crucial Conversations by Vital Smart, **Leading** People through change. * **2017**: Certified Team Leader Development Program at North Carolina USA * **2015**: **Value Stream Analysis** Event : VS Mapping and **3P** Plant Transformation * **2009**: Flow Vision: USA: **Lean Training for Line and Kanban Design** at Ghaunzhau, China * **2009**: **Shingo Prize**: Scientific Thinking, TPS Grid, Lean Transformation Model Assessment for the Plant - 3 days Training cum plant assessment from US Consultant at Pune * **2005**: Three Weeks Overseas Training at Penang Malaysia on Quality Systems / Planning, Supplier development and stores standardization, Material issues system, Testing and Manufacturing Execution System * **2003~8**: Special Training: ISO 9000/ 14000/18000, IPC-610, 8D, PFMEA, TQM, Six Sigma, MSA, SPC, DOE, TPM and Industrial Safety. * Gap Analysis for ISO 13485 / 9100, 21CFR, Calibration, In process, supplier quality Improvement   **Personal Details**  **Date of Birth : Jun 1973**  **Languages Known: English, Hindi and Marathi.**  **Present Address: New CG Road, Ahmedabad, Gujarat-382424**  **Permanent Address: Airoli, Navi Mumbai, Maharashtra -708.** | |
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