SHIJO LAL

| Operational Excellence Manager |

PROFILE

I am **an Operational Excellence & Supply Chain Professional with 9+ years of experience** in process improvement, supply chain management, and operational excellence projects across industries such as manufacturing, logistics, food supply, and service operations. **A Lean Six Sigma Black Belt** with proven expertise in DMAIC, DMADV, Lean, Kaizen, and ERP implementation, I specialize in driving cost reduction, customer experience improvement, and process efficiency through cross-functional collaboration and data-driven decision making.

CORE SKILLS & CERTIFICATIONS

- Lean Six Sigma Black Belt
- Supply Chain Analytics
- ERP Tools (Zoho, SAP B1)
- Process Improvement & Operational Excellence
- Inventory & Warehouse Optimization
- Network Optimization & Solver Modeling (Excel Advanced, Power BI)
- Program & Project Management (Hoshin, PMP principles, Monday.com, Jira)
- Cross-Functional Stakeholder Management

PORTFOLIO OF PROJECTS

Raw Material Sourcing & Quality Standardization.

- **Type:** DMAIC (Process Standardization & Cost Optimization)
- **Situation:** Customers received inconsistent pallet quality despite paying the same price → high returns.
- **Action:** Standardized raw material sourcing by implementing dual-sourcing strategy and central vendor finalization.
- **Result:** Reduced raw material cost by 12%, improved pallet quality consistency, decreased returns by 30%, and increased customer satisfaction.

Order Fulfillment Acceleration (Automation + RFID).

- **Type:** DMAIC (Process Automation & Lean Inventory)
- **Situation:** GRN entries, stock checks, and picking were slow and error-prone.
- **Action:**
    1. Automated GRN entries using vendor Excel invoices.
    2. Introduced bin locations in inventory system.
    3. Implemented scan-based picking & billing (Barcode + RFID).
- **Result:** Reduced GRN entry time by 70%, improved inventory accuracy to 98%, reduced picking time by 40%, and improved order fulfillment SLA to 95%.

Demand Planning & Procurement Optimization.

- **Type:** DMAIC + Automation Project
- **Situation:** Planning based only on historic sales → stockouts in demand spikes & overproduction of low-demand SKUs.
- **Action:** Integrated sales forecasts with historic data, automated procurement sheets (considering MOQ, vendor lead times, safety stock).
- **Result:** Increased order fulfillment from 82% → 96%, reduced overproduction by 18%, and improved procurement accuracy.

Packaging & LOT Size Optimization.

- **Type:** Lean / Cost Optimization Project
- **Situation:** 500 SKUs packed in multiple corrugated box sizes → wasted packing material, in-transit damages, and high cost.
- **Action:** Calculated optimal LOT sizes considering demand, weight vs. volumetric weight; implemented sales order multiples.
- **Result:** Reduced packaging material cost by 15%, minimized in-transit damages by 20%, and improved MOQ compliance.

ERP Migration – Zoho to SAP B1.

- **Type:** DMADV (System Re-Design)
- **Situation:** Zoho Inventory lacked detailed data capture; processes fragmented.
- **Action:** Led migration to SAP B1 – coordinated with IT, SAP vendor, and internal teams; created new SOPs; managed beta-to-full rollout.
- **Result:** Achieved 100% process migration, improved cross-functional visibility, reduced manual errors by 60%, and standardized ERP usage.

Space Optimization – Service Centers.

- **Type:** Lean Kaizen / Facility Optimization
- **Situation:** Service centers faced space crunch due to poor inventory layout and stacking norms.
- **Action:**
  1. Rearranged inventory and repair areas for better inward/outward flow.
  2. Challenged existing pallet stacking norms by involving fire safety officer, resulting in approval to increase pallet stacking height.
- **Result:** Released 20% additional space, reduced picking time by 15%, avoided CAPEX investment in new storage.

Plant Network Optimization (Maharashtra & North India).

- **Type:** DMADV (Network Redesign using Solver Model)
- **Situation:** 12 warehouses at 55% utilization; warehousing + logistics cost 25–30% higher than sales contribution.
- **Action:** Built solver optimization model in advanced Excel, simulated scenarios, consolidated 8 → 6 warehouses at optimal locations.
- **Result:** Improved utilization to 85%, cut costs by 22% (~$0.1 M annually), maintained 95%+ SLA..

Customer Experience Project – Damaged Pallet Assistance & Reporting.

- **Type:** DMAIC (CX / Service Excellence)
- **Situation:** Customers dissatisfied with damaged pallet process → 50% escalations, NPS 60%, CSAT 72%.
- **Action:** Broke project into 5 parts (Quality, Inspection & Pickup, Communication, EWT Reporting, Invoicing). Standardized categories, improved inspection allocation, fixed communication gaps, enhanced reporting system, simplified invoices.
- **Result:** Increased NPS 60% → 78%, CSAT 72% → 85%, reduced escalations from 50% → 20%, and improved turnaround time by 25%.

TOOLS & METHODOLOGIES

- Lean Six Sigma Tools: DMAIC, DMADV, SIPOC, FMEA, Fishbone, 5 Whys, Pareto, Control Charts, Kaizen, 5S.

- Monitoring & Optimization Tools: Excel Solver Modeling, Scenario Simulations, Power BI

- ERP Tools: SAP B1, Zoho Inventory.

- Automation Tools: Barcode, RFID.

- CX Tools: NPS, CSAT, VOC, Customer Journey Mapping.

CONTACT INFORMATION

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