

**KAZI MOHAMMAD YUSUF**

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* **PROFILE:**

Experienced professional looking forward to providing different dimension applying versatile expertise in diverse scenarios to bring impactful results combining the organization’s transformational move towards Excellence.

Chemical Engineer from BUET (Bangladesh University of Engineering & Technology) gained in-depth expertise in Nestlé Bangladesh Ltd. for 19 years in distinct arenas in different leadership positions (chronological order as follows)

* Production Management in Beverage, Cereal & Culinary Manufacturing
* People development in Technical Training in Factory
* Headed Production Department
* Headed Technical & Production in GLOBE (Global Business Excellence) Project
* Spearheaded a new Chocolate Plant installation Project
* Headed Chocolate Plant Operation
* Headed Industrial Performance (IP) function
* Headed Nestlé Continuous Excellence (NCE) function
* Led TPM (Total Performance Management) in Culinary Plant
* **Vision:**

Directing Technical/Manufacturing Functions of a world class team towards Operational Excellence – People, Process & Performance

* **Mission**:

Enable competitive advantage by developing competent people and reliable process, environment friendly & accident free operation to produce higher quality products at the lower cost eliminating wastages delivering as per demands meeting full compliance, ultimately making value for consumers

* **Core Values**:

Family, Mission-Focus, Integrity, Excellence, Empathy, Teamwork, Alignment, Commitment, Adaptability, Learning

* **Favourite Quote**:

“It is not the strongest species, nor the most intelligent that survive, but the ones that are most adaptive to change” - Charles Darwin

* **EXPERTISE:**

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| * ***Operation Management :*** * Organizational vision & mission – OMP (Operational Master Plan) * Strategic direction and leadership * Coordinating internally & externally * Uninterrupted flow of delivery * Regular review with set KPIs * Controlling budget * Synchronizing maintenance activities * Managing shop floor * Managing inventory * Root Cause Analysis and problem-solving tools | * ***People Management :*** * Developing structures & manpower plan * CBR (Competency Based Recruitment) for right talent * Empowering teams at all levels * Competency matrix based TNI (Training Needs Identification) * CBP (Competency Building Plan) following 70:20:10 Principles * Providing trainings and learning opportunities * Cascading learning to shop floor * Coaching and mentoring team * Post evaluation of performance * Compensation & performance along with appraisal |
| * ***SHE (Safety, Health & Environment) Management :*** * Adhering SHE and Statutory compliances * Integrated behavior-based compliance culture | * ***Quality & Compliance Management :*** * Quality & Regulatory compliant product and process * Strong adherence to Quality KPIs * Audit Ready Operation |
| * ***Cost Management :*** * Cost-effective material, labor & energy usage * Cost reduction & cost avoidance projects cross-functionally * Annual budget for operations up to plant level * Capital investments & capacity expansion with budget control | * ***Performance Excellence Management :*** * Continuous improvement activities * Performance Measures with KPI * Integrating Manufacturing best practices * Production capacity and de-bottleneck * Setting Structure and resources Initiatives all levels * Driving Operational Master Plan & Business Priorities |
| * ***Project Management :*** * Smooth installation and commissioning as per Gantt chart * Successful Production trial output with required quality & standards * Optimum capital investment evaluating projects for capacity impact and alternative supply options |  |

* **ACHIEVEMENTS:**
* I **led “NCE (Nestlé Continuous Excellence) Gate Opening**” for Factory demonstrating strong Foundation Practices (Compliance, Leadership Development and Goal Alignment) and readiness for Advanced Practices - TPM & LEAN
* I **led the end-to-end Process stream of Chocolate Plant installation** (named "Project UNO") –making Chocolate using Extrusion Technology, the 2nd global project for Nestlé streamlining Recipe finalization, Raw Material Procurement, technical trials, machineries & equipment from Europe & USA, developing people, stabilizing process start-up
* I **led the Factory in GLOBE (Global Business Excellence) Implementation Project** of 8 (eight) streams covering all the functions in the organization and I led full integration of T&P Module (Manufacturing, Quality Management, Engineering, Application Group & Industrial Performance) with other streams
* I **supported a new Noodles Manufacturing Factory in India as a resource person** along with a multinational team in Target Setting Project
* I **led jointly the installation of a new Cereal Manufacturing Plant** getting trained in Indonesia developing the team and start-up of the new plant
* I **rolled out MBU (Mini Business Unit) for Noodles Plant** and was the **key trainer** to roll out throughout the factory in all functions
* I completed several **SGIA (Small Group Improvement Activity) Projects** (e.g., Energy reduction: Cross-functional projects)
* I have Implemented
  + **SAM (Stoppage Analysis Module)** - analyze line efficiency & performance capturing all stoppages in a production line
  + **Q-Stat** - Statistical Process Control (SPC) tool assisting the Operating Units in the statistical evaluation of process data
  + **CDM (Consequence Driven Maintenance)** in Production Team optimizing maintenance with systematic problem solving
  + **NQMS (Nestlé Quality Management System)** - process-based Quality Management (Mgt, Value Chain & Support process)
* **PROFESSIONAL EXPERIENCES:**

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| --- | --- |
| * Manager - Culinary Process   + Nestlé Bangladesh Ltd.   + MAY 2018 – June 2019 | Culinary Process represents the processing of foods that needs cooking under Maggi Brand of about 300+ people.   * + - Empowered & engaged people using TPM (Total Performance Management) way of working   KEY ACCOMPLISHMENTS:   * Expanded TPM knowledge & Skills allocating ShiftWise covering more AWG members * Updated involving shop floor people – SHE Map, Q-Map, VLM, CIL and Centerlining Standards * Developed user-friendly value-adding Tag Register updating Tag Information for Reviews |
| * Factory NCE (Nestlé Continuous Excellence) Manager   + Nestlé Bangladesh Ltd.   + OCT 2015 – APRIL 2018 | NCE (Nestlé Continuous Excellence) is a Global group wide initiative towards Lean Organization by establishing Foundation (Compliance, Leadership Development and Goal Alignment) followed by Advanced Practices - TPM (Total Performance Management) & LEAN.   * + - Led NCE journey for Sreepur Factory as per SAR (South Asia Region) NCE Rollout     - Established required structure and resources allocation to support effective roll out of NCE     - Coordinated NCE Pillars by Training, Coaching & Assessment (TCA)   KEY ACCOMPLISHMENTS:   * Opened “NCE Gate” in April 2018 * Developed robust communication channels: NCE Week with innovative physical modelling of NCE Practices, NCE Gallery, NCE Corner, booklets with local language for shop floor people * Developed Coaching Cards to fast track maturity levels of Operational Reviews |
| * Industrial Performance Manager   + Nestlé Bangladesh Ltd.   + JAN 2015 – SEPT 2015 | * + - Supported OPEX (Operational Excellence) Value Creation coordinating cross-functional Projects     - Established Key Performance Indicators (KPI) to support business objectives     - Established measurement of Factory Capacity & Investment requirements   KEY ACCOMPLISHMENTS:   * Led FI (Focused Improvement) Pillar with Problem Solving tools – IPA, LTA, DMAIC, SMED, GSTD * Supported VSED (Value Stream Engineering Design) - Master Planning Exercise for Factory * Published “Sreepur Express: Choto Choto (small small) Improvements” – monthly Newsletter |
| * Manager - Chocolate Process   + Nestlé Bangladesh Ltd.   + MAY 2013 – DEC 2014 | After successfully installing the Chocolate plant (named “Project UNO”) under my direct supervision, I took charge of the Chocolate Process of more than 100 people where   * + - Developed and implemented strategies to control adverse variations     - Established quality systems & procedures and monitored operational performance for productivity     - Assessed capabilities and constraints and identified improvement opportunities with global R&Ds   KEY ACCOMPLISHMENTS:   * Delivered product with Process Capability > 5 Sigma * Maintained 90%+ line efficiency |
| * Manager- Project UNO Process   + Nestlé Bangladesh Ltd.   + JAN 2012 – APRIL 2013 | "Project UNO" is the name of the project for installing a Chocolate Plant in Bangladesh   * + - Developed the process in line with the global standards     - Collaborated Raw & Packing Material procurement from local & international sources     - Coordinated the development of right recipe along with Marketing & PTC (Product Technology Centres)     - Managed Production trial to achieve successful trial output with required quality & standards   KEY ACCOMPLISHMENTS:   * Introduced “Vertical Start-Up” project concept * Successful Commercial run with 80% efficiency & 2% loss level * Trained set of Chocolatiers workforce |
| * Stream Lead & Business Analyst, Technical & Production (T&P)   + Nestlé Bangladesh Ltd.   + JAN 2010–DEC 2011 | * + - Led Factory in GLOBE (Global Business Excellence) Implementation Project     - Organized Problem Resolution & Testing to carry out diagnosis and solve or escalate problems     - Developed Super User & End User with localized training materials with GC (GLOBE Centre)     - Supported the Business through communication of GLOBE changes in sites and business units   KEY ACCOMPLISHMENTS:   * Developed T&P Best Practices in the Factory * Completed the Project within 7 months - the lowest timeline achieved among markets * Developed GLOBE End Users from a pool of shop floor people after training on computer use * Developed GLOBE Health Check and GLOBE QMS |
| * Head of Production   + Nestlé Bangladesh Ltd.   + APR 2009 – DEC 2009 | I headed production function a team of about 100 people ensuring full achievement of production plan on time and in compliance with legal requirements meeting safety, quality, hygiene, cost and environment need by   * + - Led continuous improvement & empowered people to motivate and develop their capability     - Ensured compliant finished products on time and meeting consumer expectations     - Maintained a safe working environment in compliance with the local laws   **KEY ACCOMPLISHMENTS:**   * Start-up of 2nd Noodles Line * Achieved Satisfactory Audit Ratings - SHE (Safety, Health & Environment) & Quality |
| * Executive-Technical Training   + Nestlé Bangladesh Ltd.   + JAN 2008 – MAR 2009 | * + - Developed technical competencies of the team to maintain adequate operational expertise in factory     - Developed technical training infrastructure in Factory     - Maintained network with other Nestlé markets on competency based technical training     - Participated recruitment of manufacturing operators in liaise with HR   **KEY ACCOMPLISHMENTS:**   * Developed Competency Matrix for the technical team * Deployment of technical teams (100+) from recruitment to production operation end to end * Developed *Training Procedure* for the factory |
| * Senior Production Officer   + Nestlé Bangladesh Ltd.   + OCT 2002 – DEC 2007 | I Managed Manufacturing Operations with full responsibility of Noodles and Cereal Plants  **KEY ACCOMPLISHMENTS:**   * Joined a multinational team comprised of Noodles Experts for Operational Improvement in India * NQS (Nestlé Quality System) Implementation in Production through FPL (First Priority Level) & AL (Advanced Level) * Installation of Cereal Plant * Worked with NPD team for new products |
| * Production Officer   + Nestlé Bangladesh Ltd.   + DEC 2000 – SEPT 2002 | Hands-on real-ground experience of learning & enriching Production Management directly handling the production resources - lines, materials & most importantly people.   * + - Executed manufacturing operational by situation assessment and coordinated maintenance activities     - Ensured quality & regulatory compliance     - Ensured SHE (Safety, Health and Environment) requirements of the workplace     - Managed cost of production controlling material variance, line performance and labor variance     - Coached and mentored team members to increase productivity   **KEY ACCOMPLISHMENTS:**   * Completed several SGIA (Small Group Improvement Activities) with business results (Consumer Complaint, Process Improvements, Energy Reduction) * Upgraded HACCP (Hazard Analysis Critical Control Point) using Software & QMS (Quality Monitoring Scheme) * Developed HIRA (Hazard Identification & Risk Assessment) & AIM (Aspect & Impact) Analysis for SHE |

* **TRAINING/WORKSHOP:**
* **Effective Negotiation Skills by Corporate People Development, Dhaka, 2018**
* **Lean Workshop by Lean Expert of Zone AOA (Asia Oceania Africa), Dhaka, 2017**
* **DMAIC (Define Measure Analyze Improve Control) Yellow Belt by Zone AOA FI Pillar Leader, India, 2016**
* **ME (Manufacturing Excellence) Workshop by SAR (South Asia Region) Manufacturing Excellence, India, 2015**
* **NCE (Nestlé Continuous Excellence) Workshop by SAR Manufacturing Excellence, India, 2014**
* **Chocolate Manufacturing Process in Tahliwal Factory, India, 2012**
* **Team Building by SAR GLOBE Team, India, 2010**
* **GLOBE (Global Business Excellence) Workshop by SAR GLOBE Team, India, 2010**
* **Nestlé Leadership Framework Workshop by Corporate HR, Dhaka, 2009**
* **Progress and Development Guide by Corporate People Development, Dhaka, 2009**
* **ISO 9001: Basic Training Course by SGS BD Ltd., Dhaka, 2008**
* **MBU Roll Out: Basic & Detailed module by Competitive Dynamics International (South Africa), 2007**
* **Allergen Management & Chemical Contaminants Workshop by Quality Assurance Team, 2007**
* **Value Added Personal Effectiveness (VAPE) by Leadership Expert of India, 2006**
* **Noodles Workshop by Operational Improvement Team, India, 2007**
* **Effective Supervisory Management by CDME-TACK, Dhaka, 2005**
* **Personal Effectiveness by Corporate People Development, Dhaka, 2004**
* **CDM (Consequence Driven Maintenance) Workshop, SAR Engineering Expert, 2004**
* **Train the Trainers by Corporate Training Manager, Dhaka, 2003**
* **Listening skill by Corporate Training Manager, 2003**
* **HACCP Workshop by SAR Food Safety Manager, 2003**
* **Cereal Manufacturing in Waru Factory, Indonesia, 2002**
* **Effective Presentation by Corporate Training Manager, Dhaka, 2002**
* **Developing Continuous Improvement Mindset by Corporate HR, Dhaka, 2001**
* **Time Management & Assertiveness by Corporate HR, Dhaka, 2001**
* **EDUCATION:**
* B.Sc. in Chemical Engineering, Bangladesh University of Engineering & Technology (BUET), Dhaka, Bangladesh, 1999
* H.S.C. in Science, Dhaka College, Dhaka, 1992
* S.S.C. in Science, West End High School, Dhaka, 1990
* **COMPUTER SKILLS:**
* MS Power Point
* MS Excel
* MS Word
* **PROFESSIONAL MEMBERSHIPS:**
* Member of Institution of Engineers, Bangladesh (IEB)
* BUET Chemical Engineering Alumni Association
* **PERSONAL DETAILS:**
* Nationality: Bangladeshi
* Language: Bengali, English
* Date & Place of Birth: 12th September 1975, Dhaka
* Marital Status: Married
* Hobby:
* Reading Books on Performance Management & Personal Development
* Watching documentaries on Science, Adventures & Archaeology

**Kazi Mohammad Yusuf**