

# M. OBAIDUL GANI, MSIE, P.E., CSSBB, CLE

Business Excellence & Lean-Operational Excellence Leader (Director)@PHILIPS HealthCare

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Recognized Lean-Six Sigma Subject Matter Expert and an Engineering & Operations Management professional with a proven track record of strategic Leadership and tactical Implementation of Lean-OpEx methodologies to enhance Operational, Supply-Chain & Business Process performance through Lean-Sigma Innovation & effective Project Management (Kaizen funnel). 15+ years progressive industry experience in Driving Lean Cultural & Business Transformation, 12 years in multiple FDA CFR-21, cGMP, ISO-13485, ISO-14001 Regulated & SAP-ERP Environment. Experienced in driving Lean initiatives across multiple worldwide divisions that include Bio-Medical Device, Diagnostic Imaging Equipment, and Automotive OEM/ Supplier – Industries which propelled process improvements with \$14.0 Million in annualized cost savings. Recruited, coached and managed a large number of non-direct reports who implemented improvements both in Transformational & Transactional Value-Streams. Hands-on work experience at all levels, from front-line employees to executive management team. Authored multiple sets of Lean-CI/OpEx training packages, and trained-mentored & certified 650+ employees. Lean Kaizen Sensei, developed multiple Kaizen leaders globally. Architect of multiple Improvement Models (Orange Belt, Gemba Management, OB-Kaizen & Lean-Green), and implemented them with significant success in Employee Engagement & Lean Leadership development while generating quantifiable (\$) Value Stream & Workflow improvements.

## Achieve phenomenal business results through expertise in:

- Lean Business System & Factory Physics Executions
- Strategic & Tactical Deployment of Lean-6 Sigma (Hoshin to floor Kaizen)
- Six-Sigma- DMAIC, & Effective Project Management
- Gemba Management & Lean-Leadership Development at all Levels
- TOYOTA- TPS, TMS, TDS (14 Principles, 4P, A3, Kata)
- Cost Optimization: Labor, Materials, Capacity & Over-Head in SAP/ERP
- Hoshin Planning, Daily Management & Problem Solving
- Operations-IT & SAP/ MES / Score-Card Metrics Management (SQDIP)

## CAREER PROGRESSION

### PHILIPS HealthCare- MRI Diagnostic Imaging (Invivo Corporation)- Gainesville, FL

(2014- Present)

#### **Business Excellence & Lean-Operational Excellence Leader (Director):**

Leadership role responsible for strategic planning & tactical Lean- Six-Sigma deployment for both Manufacturing & Business Process Excellence within MRI Diagnostic Imaging & Oncology Solutions products with an annualized revenue of apx. \$300.0 Million. This Philips-HealthCare Business Unit has strong NPI Programs, 25 different product value streams, low-volume, high-mix, and almost make to order manufacturing environment, and consists of apx 700 Employees. This role reports to Sr. Executive Director, and peers with all functional Directors (*R&D, Process Development, Operations, Supply-Chain, Quality, Engineering & Technical Support Services, Finance, IT, HR & Customer Service*) - to Lead & Facilitate Lean- Six-Sigma programs:

- Develop Policy Deployment by partnering with Business Leaders & establish X-functional commitment with targeted timeline
- Project Management Leadership (Quarterly Kaizen Funnel Management) with AOP Targets & Underpinned \$\$ Savings (QDIP)
- Responsibility for strategic Lean-Sigma Deployment Planning (3-5 Yrs. Hoshin) & Tactical aspect of Continuous Improvement
- Generation of apx. \$4.0 Million in cost savings, and Trained, Coached & Mentored 150+ Employees over the past 32 months
- Successful Leadership & Implementation of Phase-1 & Phase-2 Lean Deployment within two years window (Philip's-Phased Lean deployment Methodology is developed based on Philips- Innovation & Honeywell Operating System- HOS)
- Successful Leadership & Implementation of Philips Business System (PBS) Primary Tools: *Hoshin Planning, Daily Management & Problem Solving (PRIDE/ DIVE)*- within two years window (PBS- is developed based on Danaher Business System- DBS)
- Remarkable KPI Improvement for multiple Value Streams- managed through effective Score-Card (SQDIP), Phased Lean Deployment, effective Kaizen Funnel (Project Management), & PBS Implementations
- Achieved Lean Expert- Certification from Philips University- based on Subject Matter Expertise, Demonstrated Competency by Leading Phase-2 Level Deployment, Training Instructor, Team Coaching & Mentoring towards Advanced Lean certifications
- Strong Lean-Sigma deployment collaboration across different domestic & international sites within Philips Healthcare (Gainesville, FL, Latham, NY, Cleveland, OH, Hamburg, Germany, and Best & Eindhoven in Netherlands).

### Abbott HealthCare (St. Jude Medical)- Global Operations & Supply-Chain: Minneapolis, MN

(2006- 2014)

#### **Sr. Principal Engineer (Sr. Manager), Continuous Improvement/ Lean-Operational Excellence:**

Strategic Leader, Master facilitator, & Tactical hands-on team player for Continuous Improvement- Lean-OpEx deployment across the Global footprint of \$2.0 Billion product franchises at Abbott/ St. Jude Medical Cardiovascular Division located in 7 (Seven) different domestic & international sites. Promoted 2 (two) times in 2 (two) years window to take CI-OpEx responsibility from plant level to multiple sites, then to Global Operations to Lead & Facilitate implementations in a highly Regulated environment (*FDA CFR-21, cGMP, ISO-13485, ISO-14001: 2004 EMS, and H&S Regulations*)- by *Delivering Value, Developing Partnership, Develop People, & Drive Cultural Transformation*.

Develop, deploy, and drive Lean-OpEx Strategic Plan, defining metrics and utilizing reporting systems that support Lean efforts. Provide focus and alignment with corporate objectives. Global responsibilities for Lean-Sigma Training & Certification, Kaizen (Transformational & Transactional) - for existing & new product launches, lead implementation of Operational Scorecard/ Metrics

Management System, Lead CI Policy Deployment (Hoshin) for progressive business performance plans in Safety, Quality, Delivery/ Fulfillment, Inventory, & Productivity/ Cost. Facilitate accuracy in **SAP Standard Cost** development process for SAP/ERP System. Bringing world-class CI methodologies & Orchestrate innovative plan for deployment. Principal CI resource person & SME across the Global Ops-SupplyChain for any planned & urgent business situation to drive improvement/ CI-OpEX initiatives, and maintain SJM's brand reputation in the Market:

- Worked beyond the **Scope, Cost, Time, & Quality**- in Managing Technical Projects to satisfy Customer by leveraging Lean-Six Sigma/CI-OpEx Methodologies & Own experiences in implementing Change for better.
- Worked through leading a highly Cross-Functional, Cross-Organizational/ X-Site Project to improve St. Jude's Global Sales & Distribution Supply & Value Chain to **Optimize Revenue Cycle & Customer Service** functioning (SAP- GTS License). *This project involves a rigorous Swim-Lane Value Stream Mapping with 18 Lanes (Functions) & with apx. 140 Process Steps*
- Lead Business Intelligence (*Operational Metrics Management System*)- implementation Projects in multiple SJM sites/ facilities
- Worked in SAP/S2S ERP System environment for almost 8 Years at St. Jude Medical. Lead Multiple SAP/S2S BOM-Routing-Cleanup, SAP- Standard Cost Modeling, & SAP Master Data Configuration projects by working with Operations, Engineering, Quality, Finance, IT Business Analyst, & IT-SAP Functions
- Worked as a Lead-Liaison between Operational Business Units, IT- Business Analyst, & IT-Business Intelligence Team, and Managing multiple BI Projects through a number of in-direct reports from IT-Business Analyst, Operations & Engineering Teams through appropriate resource allocation, schedules, & priorities
- Implemented Lean/CI Programs in 3(three) *Mergers & Acquisitions (M&A Integrations)* in MN & Boston, MA to support Cultural transformation, handling 35% Sales growth, 33% Over Time, Order fulfillment and it's Operations & Global Supply-Chain integrations [*Supplier> Manufacturing Plant> Sterilizer> FG Release> DCs*]
- Implemented "*Lean-Orange Belt & Gemba Management Model*" over four years timeframe based on TPS (*14 Principles, 4P, A3, Kata, Problem Solving*), which became the proven Tool for CI Transformation & Lean Leadership Development

**Summary of Lean-Sigma Kaizen Funnel/ Project Management Executions (meet/ exceeded AOP Targets in 2011~2013):**

- \$1.4M- annual savings achieved by 20% productivity improvement & 10% inventory/ WIP reduction in St. Paul & Minnetonka plant in 2012~'13, applied "**Lean-Orange Belt & Gemba- Kaizen Mixed Model**"
- In 2011'12 Successfully Implemented "**Lean Leadership & Gemba Management Model**" in a St. Paul plant by enabling & deploying Lean Cultural Transformation in this 35+Yrs Old facility with a robust culture
- Generated \$1.95M- annual savings through 25% productivity improvement, 3% scrap reduction, \$750K-in Equipment Cost, 15% lead-time reduction, & 20% floor-space reduction- from Five different week-long on-site Kaizen events in Costa Rica in 2011, and managed pre/post Kaizen activities & project executions remotely from the US
- \$0.8M- annual savings achieved by improving a Supply Chain (Qty. ordering, scheduling & transportation) in a complex Sourcing, Manufacturing & Fulfillment stream (US, Canada, Costa Rica, Brazil, & Australia in 2011)
- \$1.0M- annual savings achieved from a large VS through 42% productivity improvement, 35% Floor space reduction & reducing 10% WIP. Implemented Lean-Synchronous Flow Manufacturing with Standardized Work in 2009 (*5S Workplace Organization, POUI, Standardized Work, Error-Proofing & Lean Flow Layout*)
- Generated \$2.4M annual savings through 35% productivity improvement & 11% yield improvement during a new product transfer & a high-volume production scale-up in Puerto Rico, completed in 12 months window in 2007~'08 (*VSM, Line balancing & Flow, Standardized Work, Scrap Reduction, etc.*)
- \$1.0M- annual savings & significant risk mitigation by conducting multiple Error-Proofing Kaizens for Pack/ Labeling Operations to prevent Errors-NCMR/ Field-Complaints/ Recall, CAPA & possible FDA Warning Letter
- \$200K- annual savings by implementing "**Lean-Green Orange-Belt Program**" within 18-months window (2012~'13), and by Reducing consumption/ Reuse/ Recycling of Materials & Utility consumption savings from 4- sites in Minnesota, USA.

**Linamar Corporation (a tier-one Automotive Supplier to GM, Ford & Chrysler): Guelph, Ontario, Canada (2004-2006)**  
**Manager, Lean Manufacturing/ Continuous Improvement at Autocom Manufacturing Division**

Responsible for Leading & Managing the strategic planning & deployment of Lean Manufacturing/ Production System implementation in this high-volume manufacturing facility of Automotive Transmission & Powertrain equipment with apx. 300 employees & \$65.0 Million in annual revenue. Was a Member of Plant Operating Committee (POC), & was reporting to Site General Manager:

- Worked closely with facility General Manager (Divisional V.P.) to develop strategic & tactical deployment plan to implement Lean-Toyota Production System (TPS), & Continuous Improvement methodologies (**TS-16949 & ISO-14001 Regulated Environment**)
- Accomplished "Direct Phase"- Lean Deployment (Implemented Current & Future State Value Stream Mapping with Kaizen Road-Map implementation, Standardized Work, & 5S Workplace Organization) for all "twelve" Product Value Streams
- Maintained "Green" Status of Lean-CI Implementation Status- as planned & required by Linamar Corporate (all 2 yrs.)
- \$1.8M- annual savings generated by Leading the facility Cost Attack Team (CAT)- Lean Project Management Office & by implementing Lean improvements in manufacturing processes, Value Stream flow & the Supply-Chain (sourcing & distribution).
- Championed & facilitated 10~12 different 5S Workshops in this large & heavy-duty machining environment
- Authored & delivered 16 Hrs. (4x4) of Comprehensive Training on Lean Manufacturing & Toyota Production System to train all levels, from shop floor employees through Plant Management Committee members
- Implemented Scrap tracking mechanism (with analysis & reporting), and daily review with production teams
- Implemented Visual Management System, Productivity & Scrap Tracking & Shop floor Metrics Mgt. System which attributed to 5% productivity improvement & 2.5% scrap reduction. Partially implemented TPM & OEE.

**DaimlerChrysler Corporation/ Simplex Systems Inc., Detroit, MI**

**(May'04- Oct'04)**

**Manufacturing Process Engineering Consultant**

Worked on multiple consulting projects to implement Lean Manufacturing & Continuous Process Improvement by using Lean Manufacturing, Six-Sigma Methodologies, Process Simulation, and other Factory Control Applications in Automotive OEM & Suppliers through **Simplex Systems Inc.**, Worked at: *Detroit Axle Plant* of DaimlerChrysler Corporation, Detroit, MI, Goodwill Industries Inc., Detroit, MI, & Symbol Technologies Inc.,

**Wayne State University, Industrial & Manufacturing Engineering, Detroit, MI**

**(May'02-April'04)**

**Continuous Improvement Coordinator**

Worked as Continuous Improvement Coordinator for Industrial Engineering Program, in the Dept. of Industrial and Manufacturing Engineering at Wayne State University. Responsible for Industrial & Mfg. Engineering Academic program management & Improvement Analyst, Liaison between WSU & Industrial advisory board members (from Ford, GM, Chrysler, etc.) to enhance the program for alignment in Industrial application, and ABET Audit & Accreditation.

**Wayne State University, Industrial & Manufacturing Engineering, Detroit, MI**

**(Sept'01-May'02)**

**Graduate Teaching Asst.- Quality Engineering**

Worked as Graduate Teaching Asst. for the following three Graduate level courses: (1) Quality Management System (QMS), (2) Statistical Process Control (SPC), (3) Reliability Engineering & Reliability Estimation (Design for Reliability)

**Ford Motor Company/ Visteon Corporation at, Dearborn, MI**

**(May'00- Aug.'01)**

**Quality/ Reliability Engineer, Interior-Exterior Systems, Visteon Automotive Operations**

Worked as Quality/ Reliability Engineer in Automotive Interior/ Exterior Systems to support Ford D-219 Vehicle Program (Ford Taurus & Sable). Worked within Ford/ Visteon Quality Management System, VPDS, APQP, QRDAM, FMEA, P-Diagram, etc.

**COMPUTER SKILLS:**

- MS Office: MS Word, Excel (Advanced user), Power Point (Presentation), MS Access, MS Project, & MS Visio(Advanced User)
- Process & Data Analysis Packages: **Minitab-16**, **eVSM v8** (Electronic Value Stream Mapping), ARENA Simulation Package
- Drawing & ERP Software: Auto CAD, AS400, **SAP/S2S Business Analyst Level User**
- Optimization Packages: Excel Solver, Premium Solver, GLP (Graphical Linear Prog), Logical Decision for Windows (LDW), etc.

**EDUCATION**

**OMC-** *Operations Management Certificate (Exe-Edu.- Lean Business System)*, UNIVERSITY OF WISCONSIN-MADISON 2010

**M. Sc. in Industrial Engineering**, WAYNE STATE UNIVERSITY, DETROIT, MI, USA (2000-'02)

**B.Sc. in Mechanical Engineering**, UNIVERSITY OF ENGINEERING & TECHNOLOGY, DHAKA, BANGLADESH (1993-'98)

**EMMP-Engineering Management Master's Program**, WAYNE STATE UNIVERSITY, DETROIT, MI (2002-'04)-*DID NOT GRADUATE*

**LICENSING & CERTIFICATIONS**

- **Professional Engineering License (P.E.)**, Professional Engineers of Ontario, Canada (Lic. since Oct 2006)
- **Certified Six-Sigma Black Belt (CSSBB)**, American Society for Quality (ASQ), USA (Certification since March 2011)
- **Certified Lean-Expert (CLE)**, PHILIPS University & Royal Philips Continuous Improvement, USA & Netherlands (Dec. 2016)
- **Manufacturing Leadership Certification Program (MLCP)**, Linamar Corporation, ON, Canada (Dec. 2004-'06)
- **Certified Lean & Six-Sigma Green Belt**, Wayne State University, Detroit, MI, USA (July 2003)

**TRAINING & PROFESSIONAL DEVELOPMENT**

- Philips- Problem Solving Boot-camp for Lean-Sigma Trainers, Cleveland, OH in 2016 & Seattle, WA in 2017
- Philips- End2End Lean Leadership Training for Leaders (2 week long Boot-Camp, 15 hrs/day), Chicago, IL in 2014
- Trained **eVSM V8- Power User** for Enterprise wide application of VS Mapping for Global Supply Chain Integration (since 2010)
- Abbott/ St. Jude Manager's Essentials Curriculum/ Trainings, *St. Jude Medical Inc., Minneapolis, MN in 2012*
- 'How to Influence Without Authority', *School of Business (Exe-Education), University of Wisconsin-Madison, WI, 2012*
- Cross-Functional Operations Training, *St. Jude Medical, Minneapolis, MN, 2009*
- Training on SAP/S2S Power User (ERP System), *St. Jude Medical, Minneapolis, MN, 2007*

**PROFESSIONAL AFFILIATIONS**

- Senior Professional Member: *Institute of Industrial Engineers (IIE)*, GA, USA
- Member: *American Society for Quality (ASQ)*, Milwaukee, WI
- Member: *AQPIC (Automotive Quality & Process Improvement Committee)*, SAE- *Automotive International*
- Member: *Professional Engineers of Ontario (PEO)*, ON, Canada
- *Project Management Institute (PMI)*
- *Lean Enterprise Institute (LEI)*, Cambridge, MA
- *Operational Excellence Program- Fisher College of Business*, Ohio State University (OSU), Columbus, OH
- *True Lean- Lean Systems Program*- University of Kentucky, Lexington, KY
- *Productivity Inc.*- a Leading-edge & Global Lean Training/Consulting & Implementation Strategist
- *Gemba Academy*, a Leading-edge & Global Lean-OpEx Training Organization