

# Nilesh Shah

Strategic role in Plant Operations / Supply Chain Management

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## Executive Profile

- Strategic leader with high integrity offering **19+ years** of multi-cultural experience with skills in **rolling-out process & product innovation, Project management, manpower rationalization, executing quality improvement programs & excellence to culture**
- Strong contribution in various fields in Indian FMCG sector setting up Greenfield & Brownfield projects.
- Natural leader, mentor and team player, calm and clear-headed during tense situations, Highly intellectual
- Focused & Result oriented leader with high level of commitments
- A green belt holder and a professional practitioner of Lean - six sigma tools & techniques in various successful projects, creating and maintaining a culture of Continuous Improvement, operation excellence
- A well-groomed leader with ability to adapt to difficult situations on decision making, managing change, innovative thinking, collaborate & engaging the teams for 'Winning Together
- Insightful exposure in addressing and resolving legal issues, liaising with government authorities and ensuring compliance with statutory requirements



## Education

- 1997-2001: B.E. in Mechanical Engineering from SVIT, Vasad, Gujarat University, Ahmedabad; secured 71.66%

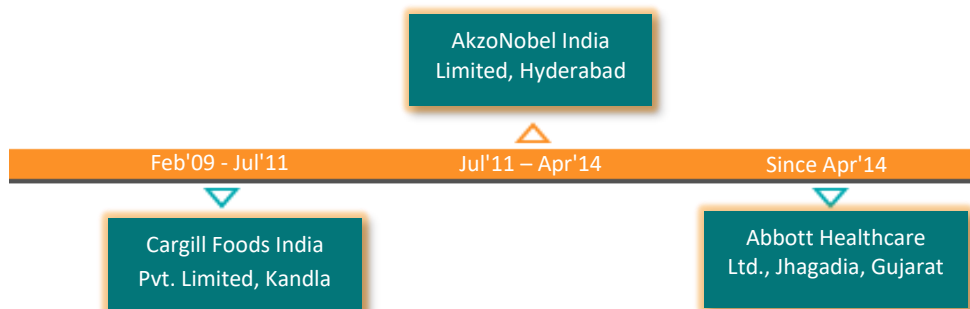


## Certifications

- Certified Six Sigma Green Belt from IIE, Hyderabad in 2012
- Certified HSES Corporate Auditor by AkzoNobel corporate team
- Certified lead auditor for ISO:9001 & ISO:14001
- Completed 'SHINGO' discovery Excellence course
- Certified CII Food safety Assessor in 2020



## Career Timeline (Recent 3 Associations)



## Core Competencies

Manufacturing Management

P&L Management

Budgeting & Cost Reduction/Optimization

Project Management

Operation Excellence

Auditing

Capability/ Productivity Improvement

Safety & Compliance

Quality & Food Safety

Team Building & Leadership



## Soft Skills

Analytical

Communicator

Decision maker

Motivator

## Notable Accomplishments Across The Career

- Drove IMEA assessment and acknowledged with '**Platinum Award**' (Highest category) in 2018 for achieving manufacturing excellence
- Recipient of **Abbott Excellence Gold Award** for '**Best-in-class**' Dryer CIP cycle time of 8 hrs in 2018
- Recipient of **Abbott Excellence Gold Award** for Productivity Improvement, Yield Improvements in 2017 & 2018
- Recipient of **Abbott Excellence Gold Award** for achieving utility cost savings of \$800,000 in 2015 and engineering excellence
- Received 1<sup>st</sup> prize in "**Sustainability Innovation Competition**" in 2012 PAN India level in AkzoNobel Ltd.
- Conducted HSES audit at AkzoNobel Hyderabad site; **achieved highest score** in overall Asia region
- Handled the legal arbitration process for fire hydrant premature failure issue with successful outcome in favor of Abbott

## Organizational Experience

Since Apr'14

**Abbott Healthcare Ltd., Jhagadia, Gujarat**

Growth Path:

Apr'14 – Jul'15: Sr. Manager – Engineering

Aug'15 – Apr'17: Sr. Manager – Manufacturing

May'17 – Sep'19: Head – Manufacturing Operations

Sep'19 – Feb'20: Head – Quality Assurance

Since Feb'20: Associate Director

### Key Result Areas:

- Managed various roles encompassing Engineering, Project Management, Manufacturing, Plant NPI Coordinator, Plant operations and leading Quality Assurance currently.
- Spearheading a team of 150+ resources including Front Line Leaders, Managers, Engineers, Technicians of various disciplines in plant operations, Engineering, Quality team of lab, food safety system, compliance, validation etc.
- Supervising the plant reliability, equipment upkeep, inventory control of engineering spares
- Co-ordinated with Factory inspectorate, Electrical inspectorate, Boiler inspectorate, Pollution control board
- Ensuring compliance to GMP standards
- Preparing, implementing and monitoring the Annual Operating Budget
- Knowledge in processing equipment operations & maintenance such as spray dryer, PHEs, vacuum systems, pressurized equipment's & material handling equipment
- Lead NPD (New Product Development) pilot scale trials, commercialization of factory trials with process/RM optimization, cost optimization via technology transfer with reduced process complexity, line performance improvement with the help of R&D
- Controlling the performance of direct reports through effective 1:1 meetings, guiding and setting the high-performance culture within department
- Using and promoting Lean concepts, Kaizen, Poka-yoke, 5S and other quality processes to improve manufacturability, productivity, yields, cost, process variation and customer quality
- Supporting long-range plans and objectives to meet future manufacturing requirements, including specific capital deployment projects to support growth, risk mitigation and cost savings initiatives
- Directing Functional Head, Department Supervisors, Planners, Engineers, Production Leads and Hourly Operators in accordance with the organization's policies and applicable laws
- Developing relationship with stakeholders while keeping stakeholders informed of progress and issues in order to manage expectations on all project requirements and deliverables
- Instituting production supporting & schedules, along with resource allocation for optimum output on daily basis
- Following Standard Operating Procedures, manuals & work instructions for production operations for the unit
- Reviewing Health and safety performance such as risk assessments, safety initiatives, safety audits
- Ensuring compliance to Quality System
- Complying with regulatory compliance for site coordinating with FSSAI, BIS, FSSC, HALAL

### Highlights:

- 14% OEE improvement (67% in 2016 to 81% in 2018) with continuous improvement initiatives of batch size increase, Spray Dryer & Evaporator CIP cycle time optimization, Equipment reliability improvement, longer campaign in dryer and scrap factor reduction from 3.8% to 1.2% (Best in Abbott Network)
- Best-in-class Dryer CIP cycle time in Abbott Network
- Zero batch distress from Process due to equipment reliability, POP issues
- 100% compliance to plant NPI milestones
- Zero production loss due to equipment downtime for 2 years consistently
- Managed a CAPEX budget of \$12MM and ascertained 100% compliance for execution and on-time delivery of projects
- Applied Right first time, every time culture and attained 41 months of consistent 100% BRFT for base powder batches
- Led the role of Interim OPEX Manager and performed IMEA assessment for site in 2018; received **Platinum Award of "Future Ready Factory"**, which is considered as highest category award at country level

Jul'11 – Apr'14

**AkzoNobel India Limited, Hyderabad as Manager - Engineering & HSES**

### Key Result Areas:

- Worked on commissioning & start-up of a Brown Field Project of 30 ML-PA capacity water-base coating manufacturing facility
- Prepared and forecasted OPEX & CAPEX plant budget
- Steered the factory projects worth of CAPEX INR 50 cr. in capacity enhancement, EHS, facility & achieved OTIF of 95%
- Realized Zero TRFR (Total Recordable Frequency Rate); conducted HAZOP and PHA for various critical processes

- Attended training on Process Safety Management, performed manufacturing hazard analysis for various operations & provided control measures to reduce the risk
- Sustained safety frequency & severity index; identified unsafe conditions & eliminated unsafe condition
- Cooperated with local authorities like Pollution Control Board; Weights & Measure Dept.; Explosive Dept., Electrical Dept. & Factory Inspectorate to facilitate all requirements for the operations complied with local legal requirements
- Played a key role in long term settlement with worker unions
- Achieved highest score in overall Asia region in corporate HSES audit in 2013
- Awarded Corporate HSES Auditor certification and lead audits at different sites
- Recognized at global level and published at corporate news for attaining zero discharge by implementing wash water recycling scheme at AkzoNobel Ltd.

**Feb'09 - Jul'11**

**Cargill Foods India Pvt. Limited, Kandla**

Growth Path:

Feb'09 – Aug'09: Executive – Utilities & Maintenance

Aug'09 – Jul'11: Manager – Utilities & Maintenance

**Key Result Areas:**

- Drove the overall Utilities, Thermal Power Plant of 2.5 MW capacity & Oil Refinery Maintenance functions of workforce 65 employees
- Coordinated with departments across Boiler inspectorate, Pollution Control Board, Fire Inspectorate
- Led the operation & maintenance of Utilities & Power Plant for 2x14 TPH coal fired FBC boilers, 2x10 TPH Gekakonus closed loop boilers, 1x8 TPH Gekakonus closed loop boiler, 2.5 MW steam turbine, Water Treatment Plant of 12000m<sup>3</sup>/hr., Air Compressors, Cooling Towers, NH3 Refrigeration System (Chillers) of 4300 TR, D.G. Sets, Effluent Treatment Plant of 800 KLD
- Maintained the production equipment like Wastfalia Separators, Pumps, Heat Exchangers, Bakery Production Equipment, Packaging Machines
- Planned and developed a system of tracking MTBF/MTTR
- Managed the major shutdown maintenance and achieved smooth start-up



## Previous Experience

**Jan'07 – Feb'09**

**Hindustan Unilever Limited, Silvassa as Executive - Utility**

Managed Utility Operation & Maintenance, Plant maintenance. Got exposure in handling EHS and successfully managed corporate audit.

**Jun'04 – Dec'06**

**Sun Pharmaceuticals Limited, Halol, Gujarat as Sr. Officer – Engineering**

Handled Utility operations & Maintenance including Refrigeration System (chillers) of 1200 TR, cooling towers, boilers and HVAC system

**Oct'01 - Jun'04**

**SICGIL Industrial Gases Limited, Ranoli, Gujarat**

Growth Path:

Oct'01 – Oct'02: Trainee Engineer

Oct'02 – Jun'04: Plant Engineer



## Projects Executed

- Brown Field Project execution for 30 MLPA Paint plant at AkzoNobel India Ltd., Hyderabad
- Various process improvement projects of providing infrastructure for New Products and ensured successful transition of New products with Abbott
- Various capacity expansion projects e.g. Finished product tanks installation, Air heater installation with Abbott
- Utility Expansion Project at Hindustan Unilever Ltd., Silvassa
- Sustainability projects like Energy conservation, Water saving, Rain water harvesting, VOC emission reduction, Solid waste reduction
- HVAC system for Warehouse operations, fire hydrant revamping projects at Abbott



## IT Skills

- Maximo 7.5
- Windows - 98/2000/XP
- MS Office
- SAP – R/3 Module
- Pro/ENGINEER



## Personal Details

**Date of Birth:** 3<sup>rd</sup> May 1980

**| Languages Known:** English, Hindi & Gujarati

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