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| **KAILASH THOPATE**  **Senior Level Assignments: P&L Accountability/ CAPEX Budgeting/ Quality/ Mfg. Excellence/ Mfg. Engineering / New Parts Development/Customer Service/Sourcing**  *Strategist, implementer & achiever with multi-cultural experience in* ***Strategic Level Large Scale Operations Management****; leveraging skills in TPM & TQM, project management, cost reduction and productivity improvement with focus on accomplishing organizational goals & objectives* | | |
| **gemba05@yahoo.com +91-8849134131/ 9822814289**  **Certifications**  6 Sigma– Black Belt, TPM Facilitator Course, Lead Auditor - ISO 9001, Internal Auditor & Schaeffler Global Auditor-ISO/TS, EMS, EMAS, OHSAS, VDA 6.3, Supplier Approval (POT), LEAN, 5S, Safety  **Personal Details**  **Date of Birth:** 13th June 1974  **Languages Known:** English, Hindi, and Marathi  **Address:** Flat No. E/302, Safal Parisar-1, Opp. Orchid Centre, South Bopal, Ahmedabad-380058, Gujarat | **Profile Summary** | |
| * A keen planner, strategist & implementer having **25 years** of experience in numerous process improvement projects based on **Lean, TPM & Six Sigma.** * Comprehensive skill to identify M/C and equipment suppliers, negotiation, finalizing techno-commercial proposal, layout, project planning, installation, & commissioning. * Designed and implemented key procurement, supply chain & quality strategies for direct & indirect suppliers- local as well as overseas. * Exposure of managing **domestic and** **overseas customers from Europe, Asia Pacific & America Region** in 30+ countries and 100+ customer locations. * Exposure of dealing with OEM Customers and it’s dealers in Passenger Car Segment - GM, Ford, Toyota, Renault, Maruti, Hyundai, TML, M&M; Tractor – M&M, John Deere, Sonalika, Escorts, New Holland and Truck Segment – TML, AL, DICV, VECV etc. * Designed & implemented international standards - LEAN, TPM, TQM, 6-Sigma, ISO/TS, IATF, EMS, EMAS, OHSAS, VDA 6.3, Energy Mgt., Advance 5S & Visual Factory. * Expertise in implementation of Global Automotive OEM Customers Quality Standards like – ASB, Ford Q1, ASES, MMA, Monozukuri etc. * Drove Quality & Productivity initiatives and executed Greenfield set-ups; implemented ERP packages like SAP, BAAN in coordination with IT/MIS Department. * Set up Greenfield Projects and headed operations in manufacturing set-ups like- Stamping, Welding, Laser Cutting, Phosphating, Powder Coating, Painting, Shot Blasting, Pre Treatment, Machining, Turning, Conventional Lathe, Milling, Grinding, Drilling, Tapping, Casting, Impregnation, Forging, Assembly Line, Balancing, Heat Treatment, Plating, Gear Mfg., ETP, Plastic Moulding, Vibro Finish, Washing etc. * Effective leader with excellent motivational skills to sustain growth momentum while motivating peak individual performances. | |
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| **Core Competencies** | | |  |  | | --- | --- | | Strategic Business Planning | Budgeting & Capex Planning | |  |  | | EBIDTA / P&L Management | Operations & Business Excellence | |  |  | | New Parts Development | Project Management | |  |  | | Quality Assurance / Customer Service | Sourcing / Supplier Development | |  |  | | Business Process Reengineering | Resource Planning / Team Training | |
| **Notable Accomplishments Across The Career** | | * Handled CAPEX worth INR 100+ CR. Increased Plant Mfg. Capacity with New Technology, Low Cost Automation, Cycle time study etc.. * Increased Plant EBIDTA by 7-10% through Process improvement, Rejection reduction, M/P Optimisation, RM Cost saving, Consumable Cost reduction etc. * Achieved TPM Awards (JIPM Excellence & Consistency), LEAN, 6 Sigma, 5S, Safety, IATF, ISO/TS, ISO, EMS, OHSAS & Energy Mgt. Certifications. * Finalised Agreement with Union. Increase in Production Output with joint cycle time study with Union & National Productivity Council. * Achieved ZERO PPM, ZERO Customer Complaint Status for OEM (Passenger Car, Truck and Tractor). * Implemented Global Auto OEM Quality Standards like GM-QSB; Ford-Q1, CQI9, MSA, MMOG; Renault-ASES, ANPQP; Nissan- Monozukuri; Hyundai-5 Star; M&M-MMA. * Audited Schaeffler Group Plants for LEAN (MOVE), ISO/TS 16949 & WSM (FFQ) Compliance. Approved New Suppliers for Schaeffler Global Supply. |
| **Conferences / Workshops / International Visits** | | * International Visits: Europe - 7(2008-2019), China - 4(2013-15); US - 1(2014). * International Conference/Workshops in Europe: Nobel & Schaeffler Group. * International Plant Visits in Europe: Best practice study- Nobel & Schaeffler Group. * International Tractor Workshops in India and Europe: Schaeffler Group. * International Customer visits in Europe, US & China: SKF, Schaeffler, Timken, NSK. * TPM Workshops in India: JBM, Harsha, Endurance. * LEAN Workshops in India: Schaeffler Nobel, JBM. |
| **Organizational Experience**    **Previous Experience** | | ***Nobel Automotive, Ahmedabad (European MNC) as Plant Head***  **Responsibilities :**   * Responsible for complete Plant activity, Plant P&L. Present P&L with variance analysis to Executive Board. * Finalise Plant OPEX, CAPEX Budget and present it to Executive Board. * Responsible for Responsible to implement Group Policy, Guideline in the Plant. * Participate in Global Conference and drive the improvement initiative in the plant.   **Significant Accomplishments :**   * Improved Plant EBITDA by 7%. Implemented VA/VE, Process improvement projects. Cost saving of INR 15 Lacs/month. Reduced RM cost through localisation. * Handled total 7 New Projects and converted them into regular production. * Handled CAPEX worth INR 10 CR including Hot forming furnace import. * Implemented Inventory reduction projects through better import material planning.   ***Setco Automotive as AVP - Mfg. Engg., NPD, Capex, Projects, Service & QA***  **Significant Accomplishments :**   * Conducted cycle time study/capacity analysis. Identified process improvement/ automation areas, finalised Capex worth INR 35 CR. Increased plant capacity by 60% (from 600 to 960 CR). * Implemented New Projects such as 1200 T Mechanical Press with Progressive Tools, CNC, Welding line, Grinding, milling machine, New Assembly line, Testing facility, Cranes, LED etc. * With new Mechanical press project Output/man increased by 25 times. * With In-house process improvement, 380 Double Cushion Segment project is successfully implemented. In-house rejection reduced from 20% to 0.5%. * Reduced Warranty Cost by 20%, Customer Complaints reduced by 50%.   ***JBM Group as Plant Head & Head- Group Mfg. Excellence***  **Significant Accomplishments :**   * **Improved Plant EBITDA by 5%;** identified productivity, yield, cost saving, process & quality improvement projects and achieved cost saving of 25 Lacs per month * Managed Capex and Projects worth INR 15 CR; developed and installed parts & lines for New Projects. * Resolved critical IR, unrest issue successfully; ensured no customer line stoppage. * Customer Rejection PPM reduced- Painted Parts (50 to Zero PPM) & Welded Parts (7900 to 2300 PPM). Reduced In-process scrap/month reduced from 40 to 7 Ton. * Powder Coating, Paint Shop, Weld Shop, Press Shop extension & ETP Projects done within deadline. * Reduced Machine Breakdown Occurrence by 30% through TBM, CBM activity). * Rolled out and implemented Mfg. Excellence (Lean, TPM, Energy Management, 5S, Safety) activity in all JBM Group Plants. * Identified improvement projects; Group Plant EBITDA increased by 2 to 10%.   ***Harsha Engineers, Ahmedabad as Group Head– QA & TPM (+ Process Engg.)***  **Significant Accomplishments:**   * Recognised with TPM Excellence and Consistency Award by JIPM, Japan. * Started new business with Bremco, NTN SNR, ZWZ, Nachi, NSK & Kinex. * Established quality organisation in Harsha India and Harsha China. * Certified China Plants for EMS & ISO/TS. Re-certified India Plants for EMS & ISO/TS. * Reduced customer rejection PPM by 75% and in-process rejection by 65%. |
| Academic Details | | ***LuK India (Schaeffler Group, European MNC), Hosur as HOD-QA, Business Excellence- LEAN, TPM, 6-Sigma & Safety (+ Renault Project Manager)***  **Significant Accomplishments:**   * Bagged business worth INR. 50CR. (Suzuki), INR.25CR. (M&M), INR.20CR. (TATA Motors) & INR. 10 CR. (Tractor Segment). * Implemented TPM, LEAN, 6-Sigma, ASES, Energy Management, 5S & Suggestion Scheme; OEE improved from 49% to 71%. * Best 5 plant status within Schaeffler Group. Reduced Customer rejection- 3,500 to 9 PPM, Warranty- 10,000 to 400 PPM & Supplier rejection- 25,000 to 1,000 PPM. * Achieved EMAS, OHSAS Certification; ISO/TS & EMS Re-certification. * Awarded ‘B’ Grade- ASES Renault-Nissan Audit, 96% (SMC Audit) &Ford Q1 Certification, Best Supplier Award by Toyota with “ZERO PPM” at Toyota for 3 years. * Received OEM customer appreciation for joint warranty analysis & field trials. With M&M reversed debit note worth 1 CR. * Selected as Member of Schaeffler Global Management Talent Pool. * Champion- Schaeffler Group Initiative “WSM (Fit for Quality) & TPM/LEAN (MOVE)”. Scored 80.8% (No. 2 Plant in Schaeffler Asia Pacific Region). * With 6-Sigma, achieved cost saving of INR 50 Lacs, rejection reduced (6% to 0.10%). * Conducted 50+ workshops and successfully implemented 5S, JH, Visual Mgt., Kaizen, Pokayoke, Layered Audit, VSM, SMED, line, Cycle Time Study, line balancing etc. * Increased Production by 20% with joint cycle time study with Union and National Productivity council. Negotiated and finalized Union Agreement. * CFT member for Capex Projects worth – INR 25 CR.   ***Endurance (Bajaj Auto Group), Pune as HOD – Operations, TPM & QA***  **Significant Accomplishments:**   * Recognised with TPM Excellence Award by JIPM, Japan for implementation of TPM. * Enhanced OEE from 61% to 79%, through improvement projects on-low cost automation, line balancing, manpower optimization, SMED, quality. * Improved productivity of Paint Shop by 100% through modified painting jigs; attained cost savings of INR 10 Cr. Developed shot blasting process at In-house. * Successfully managed Ford USA Export Project (business worth INR 25 Cr.), starting from project costing, customer dealing, order finalisation, machine selection, machine installation & process development. * Achieved 0 PPM at Ford USA; attained reduction in overall customer rejection - from 500 to 50 PPM and In-process Rejection from 10% to 0.5%. * Eliminated Defects - Porosity, Skin Peel Off (Casting) and Paint Peel Off (Painting) using TPM Methodology. * Obtained ISO/TS & EMS Certification for Greenfield Plant within 9 months. * Managed Capex Project worth – INR 15 CR.   ***Suessen Asia (European MNC), Pune as Sr. Engg. – Operations & Mfg. Engg.***   * **2010: MBA** (Operations, Supplier Chain & Finance) from IIBM. * **1995: Bachelors in Engineering (Mechanical)** from Pune University. |
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