|  |  |  |
| --- | --- | --- |
| BALRAJ DHULLAssociate Director - Flipkart – North Region – Fulfillment Center and 3PL Warehousing Ops. | | |
| 1.Operations Management (Prod, Maint, QA, SCM & ME) **2. Supply Chain Management**  **3.Warehouse Management**  **4.Business Cont. Mgmt. (BCMS)** 5.Process Enhancement & Cost Control6.Lean Management7.Six Sigma8.Production Planning & Control9.Budgeting& Forecasting | A person wearing a suit and tie smiling at the camera  Description automatically generated | 10.Customer Management **11. Capacity and Capex planning** 12. Brown Field Project13.SAP Implementation14.Plant Relocation.15.Union Management16.Crisis Management **17.Training and Development**  **18.Technical Troubleshooting**  **19.Defect Analysis**  **20.E-Commerce (Head-Operations).** |
| Mobile: **+919871147744**,**+919416234312**, E-mail:[balrajdhull@yahoo.co.in](mailto:balrajdhull@yahoo.co.in), [balrajdhull@hotmail.com](mailto:balrajdhull@hotmail.com), Address :N-120,FF, LUXOTICA,MAYFIELD GARDENS, SECTOR-51, GURGAON-122001, Haryana, INDIA Age: 46Yrs, Passport Number : Z-4538928 Technical Education: B.E. Mechanical Engineering. Professional Education : Six Sigma Green Belt, Graduate in Lean Manufacturing, SCM-IIM | | |

**Experience Summary:**

|  |  |  |  |
| --- | --- | --- | --- |
| Organization | Position | Duration | Location |
| Flipkart India Pvt. Ltd. | Associate Director-Supply Chain Management- Fulfilment Centre & Return Centre Operations North Zone. | June-2018 to Till Date | Manesar- Haryana |
| Plastic Omnium Auto Energy India Pvt. Ltd | Head Production and POMS (Lean) | April- 2017 to May-2018 | Manesar- Haryana |
| India Japan Lighting Pvt. Ltd. | Head Assembly Production | May-2014 to March-2017 | Bawal- Haryana |
| BorgWarner Emission Systems India Pvt. Ltd. | Head Operations | Aug-2012 to Oct-2013 | Manesar- Haryana |
| Donaldson Filtration Systems India Pvt. Ltd. | AGM- Manufacturing | July-2011 to Aug-2012 | Manesar- Haryana |
| GKN Driveline India Pvt. Ltd. | Head Manufacturing | Dec-2009 to July-2011 | Dharuhera- Haryana |
| Roulunds Braking India Pvt. Ltd. | Dy. Manager | Jan-2007 to Dec-2009 | Sonipat- Haryana |
| Osram India Pvt. Ltd. | Executive | April-2000 to Dec-2006 | Sonipat Haryana |
| Electroplast Mac Tools | Junior Engineer | April-1998 to March-2000 | Delhi |

**Exposure Summary:**

|  |  |
| --- | --- |
| Processes | GlassCutting,PowderCoating,Shot-Blasting,HydraulicPressing,Grinding,Broaching,Heat Treatment, Riveting, Spot welding, Pleating, PU Molding, Printing, Leak testing, Brazing, Cracker (Nitrogen & Ammonia),Robotic Gluing, Light testing, Photometry, Ageing, Surface Treatment, Injection Molding, Blow Molding, and Various SPM , Warehouse Operations(Inbound, Inventory, Outbound, Return Centre Inbound, Inter Warehouse Inventory Transfer). |
| Product | Compact Fluorescent Lamps, Disc Brake Pads, Driveshaft, Air Filters, Fuel Filters, EGR systems, Head Lamps & Tails Lamps, Plastic Fuel Tanks |
| Customers | MSIL Manesar, MSIL Gurgaon, Suzuki Motors Gujarat, HCIL-Tapukara, HCIL-Noida, HMSIL-Manesar, HMSI-Tapukara, Yamaha- Noida, Mahindra-Nasik, Ashok Leyland- Rudrapur |
| Region | Delhi, Sonipat, Dharuhera, Manesar, Bawal, Binola, Farrukhnagar |
| Department | Production, Quality, Supply Chain Management, Maintenance, Manufacturing Engineering, Projects, Lean & Six Sigma. E- Commerce, Warehouse Management |

**DIRECTOR- North**

# Reporting Chart:

**Associate Director-SCM- Projects & RC Operations - North Zone**

RC INBOUND

INVENTORYY

INBOUND

PLANNING

OUTBOUND

**Over All Head Count Handling North Zone Level** (On Roll= …225….Off Roll -8000 ) Total= **8225**

**3PL = 4 Warehouses (3 L Sq. Ft.), Regular FC = 3 Nos. (11 L Sq. Ft.) & 04 Alphalites**

**Certifications/ Awards:**

# Innovation Award for New Plant Setup and Relocation.

# Appreciation Reward for SAP implementation

# Graduation in Lean Manufacturing from GKN Shanghai- China

### **EGR System Green Field Exposure for** [**BorgWarner**](https://www.borgwarner.com/)

# Six Sigma Green Belt - Benchmark

# Certified Internal Auditor- Environment Health & Safety

# Certified with Leadership Skills.

* **Certified Lead Auditor for BCMS (Business Continuity Management System) ISO-22301:2012**
* **Certified Internal Auditor for ISO 9001:2015**

**Job Exposure:**

* **Warehouse Management:** Area-5.25L Sq. Ft, with 80 L Units Inventory worth 2000 Cr INR
* **Strategic Responsibilities and Exposures: Involved** in strategic planning in expansions and business proposals.
* **Plant Set up: Successfully** completed the new plant setup involving overnight customer approvals.
* **Customer Handling:** Direct interaction with customer for new business and current projects.
* **New Product Introduction:** Lead the teams for many new projects launches with different customers.
* **Business Transfer:** Initiated the activity of Business transfer from competitors.
* **Joint Ventures and Merging**: Have good exposure of Joint Ventures, Mergers and Leasing a facility**.**

**OFFSITE EXPOSURE :**

* Worked at three different locations in CHINA (Chongqing, Wuhan & Shanghai) for three different training sessions of Lean Graduation which included different project at all sites.
* Worked at Two locations in Czech Republic (Kadan and KlastarecNadOhri) for technical up-gradation

problem solving and provided Lean Training to respective plants.

**Production Planning & Control**

* Overseeing production related tasks including planning, control, maintenance& troubleshooting.
* Setting up production targets and achieve the same within time and cost parameters.
* Optimizing man & machine utilization to achieve pre-decided production targets.
* Implementing production schedules depending upon availability of resources like manpower and ensuring the compliance with the production department.
* Scheduling material procurement plans and ensures optimum inventory level.
* Coordinating with Purchase, Stores, HR, Finance & Logistics, etc., to meet production order requirements.
* Monitoring safety parameters everywhere in the company premises.

**Process Enhancement & Cost Control**

* Handling operations for improvement in products based on market trends & requirements.
* Developing new process concepts for production optimization, yield improvement and develop guidelines for the sequencing of manufacturing activities on the shop floor (SOP).
* Executing cost saving techniques/ measures and modifications to achieve substantial reduction in terms of man days, production cost & energy consumption.
* Identifying areas of improvement and recommending process modifications and equipment calibrations to enhance operational efficiencies of machine/ equipment.

**Quality Assurance**

* Establishing quality standards, implementing stringent quality control systems to enhance quality of products and reduce rejection level to ensure good housekeeping.
* Ensuring maintenance of proper documentation for maintaining compliance with quality requirements like TS 16949, IATF, ISO 9001, ISO 14001, OHSAS 18001, SA 8000 and other QC tools, etc.

**Green Field & Brown Field Project Management**

* Budgeting of complete project.
* To design and define the complete program with time plan for new project.
* Selection of new site, feasibility of plant capacity vs requirement.
* Machine selection and procurement.
* Selection of vendors for new project & site.
* Legal requirements with respect to new site.

**Lean Implementation & Achieving Six Sigma**

* To develop the Lean culture and to implement down the level
* To inculcate culture and attitude for achieving Six Sigma

**Process/Production Engineering**

* To plan and calculate the capacity for upcoming projects
* Budgeting of new projects.
* Manpower and capacity planning for new projects.
* Procurement of new machines, and approval of the same at supplier end.
* Selection of new machines and machine suppliers through quotations.
* Researching concepts as per new requirements for modifying existing machines and for new machines.

**SYSTEMS ADHERENCE**

* Weekly review for all the parameters for productivity, Quality, cost, delivery, kaizen, 5S Rating and SPS.
* Ensure that all training & development activities are recorded & held to the required standard, including Process Versatility Charts, induction & training documents.
* Responsible for the Production System / Process across zones to ensure both internal & external audit compliance including EMS.OHSAS, IATF
* Proactively manages performance related issues effectively & within the company policies & procedures.
* Responsible for ensuring the Line operates within site Health & Safety policies & procedures.
* Lead significant window roles to reduce operating costs, improve quality and ensure Team skill levels.
* Record Maintaining for External Agencies Internal legal audits like ESI, PF and Labor Audits.

|  |  |  |
| --- | --- | --- |
| **TRAININGS** | **STRENGTH** | **MBO\_OBJECTIVES** |
| BCMS- Business Continuity Management System | Warehouse Management of 5.25 L Sq. Ft, Stake Holder Management | P2D, D2S, IPP Improvement, PIL, 0-INF, Breach to Customer |
| 5’s Training, Visual management | High Stress management | Production Target Vs Actual. |
| KAIZEN, Quality Circle, Kanban System | Handling Labor (Contractual and permanent (Union) | OEE & PPH |
| Inventory Management, Cost Reduction | Multi Project Handling | Direct labor Efficiency, |
| DMAIC, PDCA, JIT, 5WHY | Result Oriented | Indirect labor Efficiency, |
| Root Cause Analysis and Poke Yoke | Innovative and Creative thinking | Material reconciliation |
| 3M,3K,3G | Committed and Focused | Manpower Absenteeism and attrition %. |
| Value Stream and Process Mapping | Good Communication Skills @ different level | Kaizen saving and Numbers as Per Given target |
| S.P.C And S.Q.C, Product Dev. | Adaptability and Change Oriented | Plant Changeover Time Improvement. |
| Operation Excellence | Time, Cost and Quality Conscious | Productivity Improvement Project’s status. |
| Problem Solving Techniques and  7 Quality Tools. | Encouraging subordinates and Team members to learn. Grooming next level for future | Rework and Scrap Analysis Report |
| Control Plan and FMEA, PPAP | Good problem analytical Skills | Internal and External System NC’s |
| Lean Manufacturing and Six Sigma | Inflecting Top management | Plant Safety and 5S % |
| OEE, TPM, SMED, POMS | Accepting Responsibilities and Owner ship. | Last Month’s Sale VS Contract Manpower Salary. |
| TS16949, EMS,EHS,IATF,OHSAS | Smart Thinker and fast in generating alternate | Over Time and its Analysis with Action Plans. |

**COST CONTROLLING**

* Number of Contract MP required for Next Month as Per Production Plan Considering Absenteeism and Attrition %.
* Hiring of Contract MP during Month Production run against MP absence (Calculating Man Hour requirement for the day.)
* Controlling Manpower Overtime and nonvalue added Man Hours by daily Monitoring Production Plan vs Actual.
* If Over time required, consider and Holding less Salary MP instead of high Salary MP on Over time.
* Working with Maintenance Head for Controlling machine Consumables (Oil, Grease, Lubricants etc.)
* Controlling consumables, scrap and usage.
* Micro planning and monitoring to reduce power consumption.

**MAJOR ACHIEVEMENTS/ PROJECTS ACCOMPLISHMENTS in LEAN**

* Implemented SAP 4.6 B in OSRAM India Pvt. Ltd.
* Upgraded SAP from 4.6 B to ECC6 in OSRAM India Pvt. Ltd.
* Implemented SAP in Roulunds Braking, got special commendation from the Managing Director.
* **Received BorgWarner Innovation award from the CEO for New Plant setup and Relocation of the Plant.**
* **Relocated 25 Assembly Lines successfully without effecting Customer delivery in India Japan Lighting.**
* **Did many training sessions for Lean Fundamentals, 5 “S” to Blue Collars and White Collars in GKN, Donaldson Filters, BorgWarner, India Japan Lighting and Plastic Omnium**.
* **PRODUCTIVITY**
* **Productivity improvement by online Assembly in OSRAM**
* **Productivity improved by proving Line capacity of VW line at GKN Driveline**.
* **Increased productivity of Assembly Lines through Lean Fundamentals in India Japan Lighting.**
* **Two Molds are made identical for two different parts to meet the customer requirement and to increase the Productivity in Plastic Omnium.**
* **VALUE STREAM MAPPING**
* **Did three VSM Projects in GKN Driveline China during Lean Graduation.**
* **New Plant setup of BorgWarner with proper VSM.**
* **Did floor space utilization and Process flow improvement through VSM in Plastic Omnium.**
* **VISUAL MANAGEMENT**
* **Improved Visual Management in GKN Driveline Dharuhera Plant in India.**
* **Implemented Visual Management on 25 Assembly lines in India Japan Lighting.**
* **New Plant setup of BorgWarner with proper Visual Management in Place.**
* **Improved Visual Management system and culture in Plastic Omnium.**
* **COST SAVING**
* **Did two cost saving Six Sigma Projects in Roulunds Braking**
* **Did three cost saving Lean Projects in GKN Driveline India during Lean Graduation.**
* **Relocated BorgWarner Plant from Faridabad to Manesar without effecting customer delivery schedules and did savings of rental facility.**
* **Did Manpower reduction with time and motion study in India Japan Lighting.**
* **5 “S” & MY MACHINES**
* **Developed a culture of My Machine and improved the 5 ”S” culture in India Japan Lighting.**
* **Improved the mindset of operators to accept and learn 5 ”S” & My Machine culture in Plastic Omnium.**
* **STANDARDISATION**
* **Standardization of documents in GKN Driveline, Donaldson Filters, BorgWarner, India Japan Lighting and Plastic Omnium.**

**MAJOR ACHIEVEMENTS/ PROJECTS ACCOMPLISHMENTS in SCM**

1. **% Impact (Man, Machine, Method, Material, Space utilization, Inventory Accuracy,)**

# 66% increase in Inventory (30L to 50L) by Project Expansion at Binola FC during BBD’18

# 40% increase in Outbound capacity by increasing infrastructure and Productivity at Binola.

# 4% reduction in attrition

# 3500 contractual Manpower Trained in 30 days at FRK for BBD’19

# Inventory accuracy of 99.9% achieved through PST and training.

# 4 Profilers successfully implemented at FRK

1. **Peak Sale Achievements –**

# 3.67L Units/day Inbound and 2.79L/Day Outbound from Farrukhnagar FC in BBD’19

# 80 L Units Inbound done in 40 days at Farrukhnagar FC to cater BBD’19

# 2.65 L Units/Day Inbound and 2.2 L/Day Outbound from Binola FC in BBD’18

# First Time Three Shift Operation activated successfully at FRK.

# Zero IR issues at Binola & FRK.

1. **New Fulfilment Center setup –**

#Farrukhnagar FC with Floor space of 5L Sq.Ft.,90 L Units Inventory Cap, and 3500 Manpower

#was set up in my Leadership from scratch in 7 months.

1. **Promoted to Associate Director within a short span of 1.5Yrs in Flipkart.**
2. **Vendor Quality Improvement**

# IRT reduced to 2.5 % against the forecasted plan of 10%

# 10 PCR implemented to improve productivity and Quality**.**

**Current Job profile at FLIPKART**

1. **Business performance.**

#-Improve & Sustain the Speed

#-Reliability

#-Cost

1. **Customer and partner performance.**

#-3PL Partners metrics and agreement.

#- Innovation and Kaizen.

#-Assets and service Quality Improvement.

1. **Building for future**

#-Project Management

#-BBD’20 Preparedness

#-Preparedness and Readiness of New FWD and Alphalite FC’s.

1. **Platform strength**

#- Employee satisfaction score improvement,

#- SF Courses & Training

#- Operations Excellence projects.

1. **Developing people**

#- Training and Development

#- Diversity

#-Engage, develop and retain team for a long-term career at FK.

1. **Introducing automation and digitalization in operations**

#- To Automate the workflow on floor.

#- To Automate the required reports and data.

1. **Managing 3rd party business**

#- Agreements revision as per requirement.

#- To launch new sites before BBD’20

1. **Systems adherence**

#- Audits & Legal Compliance

#- Certifications Fresh and renewal of old.

1. **Cost controlling**

#- To reduce and control the cost per shipment.

#- To lead all cost saving projects across zone.