

Kennedy M. Kiilu

Operations Management Expert

- MBA Operations Management
- BSc. Chemistry
- IRCA Certified Lead Auditor – QMS, OHSAS & EMS
- QDSA Certified Operations Coach
- Advanced SAP HANA Super User



Personal Information

Date of Birth:	10 September 1980
Nationality:	Kenyan
EE Profile:	African, Male
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Personal Statement

An effective highly **competent Operations Management Lead Expert** with over 11 years of strong **technical leadership expertise** and experience in successfully leading a diverse team of manufacturing professionals. Excellent in:

- Developing and implementing **focused business and operational strategies** in **enhancing overall business performance** including developing and enforcing **world class manufacturing** standards.
- **Continuous improvement projects management, Quality management, process re-engineering** for radical business performance turnaround and strategic resources planning with focus on **maximizing returns efficiently and sustainably**.
- Embracing high standards of **professional ethics & integrity, Customer focus, service leadership & accountability, team capacity building, agility & high performance, sustainability& community focus** while enforcing a **meritocratic culture** in driving team performance
- **ISO Standards system Implementation: An IRCA certified Lead Auditor** in both Quality & Integrated Management systems (Safety Health and Environment),

Core Competencies

- Strong technical leadership and strategies formulation skills with expertise in establishing high standard world class manufacturing systems and processes throughout the product and service realization cycle.
- Expert in Operations management, resources planning, mobilization and performance monitoring with focus on effective resource utilization towards enhanced yield, quality and profitability.
- Demonstrated strong corporate fit, thriving well in a matrix management environment, with proven high levels of self-accountability, personal effectiveness and professional ethics and integrity.
- Excellent business acumen with good **focus on overall bottom line** through sharp strategies formulation, Strategic business planning, demand activation, budgeting, customer focus, effective resource utilization & financial management.
- Strategic Quality, Safety, Health and Environment management expert with firm grasp in systems development, enforcement, audit and regulatory compliance; ISO 9001:2015, HACCP, ISO 450001:2018, ISO 50001 and ISO 22000, including Gap analysis, action planning including CAPA enforcement and follow-up.
- High emotional quotient with strong interpersonal, team building and communication skills including influencing, negotiation and coaching.
- Excellent at developing systems and tools/algorithms in driving performance management - tracking and optimizing productivity and quality, problem solving as well as incorporating GMPs and optimized operational Models – Lean manufacturing concepts-based systems e.g. POM, six sigma, Kaizen, 5Ss and Just in Time production.
- Extensive project management skills in driving continuous operational improvement including managing cross-functional project teams with a proven excellent performance record in delivering results.
- Profound team capacity building skills through training, coaching, mentoring and designing focused performance management programs.
- Strong command and knowledge of industry standards & regulatory requirements, technical expertise and strategic critical links
- Keen to details, focused as well as effective in decision making.
- **Good** capacity to manage change – identify problems, their causes and offer practical solutions
- A high performer who thrives best in a fast-paced demanding environment, versatile with equally excellent abilities in juggling multiple priorities without compromising on the targeted outcome.

Achievements

- Led successfully plant technical evaluation team for plant expansion projects – **valued at more than 60 Million US dollars**, including undertaking bids evaluation and technical reporting for Key Turnkey projects
- **Journal publication:** Noble International Journal of Business and Management Research: ***Manufacturing strategies and operational performance within cement manufacturing firms in Kenya.***
- Acting as Head of Manufacturing for a period of 2 years: While heading the manufacturing department (maintenance, production, process and quality), **I drove the operational performance to realization of up to 42% sustained production increase**, through focus in overall operational mastery (enhanced team & equipment performance (OEE) and continuous improvement initiatives) coupled with focused intentional team and resources goal alignment and performance.
- **East Africa Manufacturing sector representative Head Panelist** during the 2017 Africa Green Building Society Council (GBSC) Workshop at the United Nations with focus on **Sustainable Development Goals (SDGs)**.
- Key member within the company focus team for **development and implementation of overall business growth strategies** – business growth strategies formulation & execution.
- Introduced lean manufacturing approach within manufacturing department and support operations with focus on customer service excellence at best operational cost footprint and quality performance.
- Manufacturing department Projects lead for implementation (from ideation, execution, commissioning to performance monitoring) using developed tools and algorithms of all manufacturing OPEX and CAPEX continuous improvement projects – **Focus budget at approximately USD 1 Million annually.**
- Designed and enforced an elaborate input resources supplier's performance evaluation program leading to **overall optimization of cost and quality of product and service offerings** throughout the manufacturing cycle, actualized **reduction of material holding cost and cement unit production cost by 30% and 10 %** respectively at Savannah Cement Ltd.
- Part of a team that aggressively drove a raw materials unit cost reduction by renegotiating industry competitive material rates and payment terms with key vendors supplying Savannah cement ltd on main purchases.
- As a Certified lead Auditor, **established, developed and enforced annual external and internal plant QMS, OSHA & EHS Audits** including championing closure of noted corrective/improvement actions across three (3) Lafarge business units within East Africa while at Lafarge Holcim (Bamburi Cement Ltd). Overall leader for inspection and Audits plant

operating Model (TBS) pillar. As part of the lead auditing team, has successfully led Savannah cement ltd to integrated Management system ISO certification.

- Designed and enforced a Competitor intelligence program to continuously scan the regional product performance landscape - has been key in **proactively driving business competitiveness, employing strategic products & services positioning through differentiation** in both Savannah Cement Ltd and Lafarge Holcim.
- As an **internationally Certified Operations Coach**, coached, trained and mentored focused teams to acquiring **coveted Lafarge certification status for operational mastery**.
- **Drafted Key contracts on critical material and service supply** including bid evaluation, developing key vendor evaluation criteria, penalties, incentive programs, dispute resolution, arbitration etc and participated in negotiations **leading to material cost drop of up to 20% within Savannah Cement Ltd**.
- Innovatively pioneered, development of ingenious new cement products and debottlenecking operations methods, that **enhanced the business competitiveness and operational optimization** both while at Lafarge Holcim and Savannah Cement Ltd.
 - The innovative products engineered include Savannah Hydraulic Road binder, Lafarge Holcim CEM II 42.5N (Powermax), Lafarge Holcim Plastaplus (MC 12.5X), GBFS cement introduction in Kenya, fluorspar and local lateritic-based ores incorporation within clinkerization process, etc.
 - Weigh feeders upgrade, cement transport infrastructure automation, cement bottom silo extraction redesigning, packing plant dispatch infrastructure upgrade – flexibility, AF infrastructure designing, fabrication, installation and commissioning etc
- Successfully undertaken **Technical products and process pitching** in driving sales on exclusivity basis for **key multimillion/billion-dollar projects within the East African region**
 - These include Standard Gauge Railway, USA Embassy in Kenya, Largest East and central Africa Hydro power dam - Karuma Dam in Uganda, Outer ring road, Jommo Kenyatta International Airport Green field project, Kibwezi – Mutomo-Miguani road, two rivers mall, Thwake dam, South Sudan Juba Nile bridge, Garden city mall, the University of Nairobi Towers, Thiba dam, Olkaria GDC Drill wells projects, Tatu City etc.

Leadership Activities & Awards

- Plant Continuous Improvement Capex Technical Projects Lead – 2015 to Date
- Lead Auditor – QMS, ISO 14001:2015 & ISO OHSAS 18001:2017 Implementation –2019
- Head Panelist - Africa Green Building Summit, Financing Sustainable Development Goals –2017
- Key member/official – Kenya Cement and Lime Standards committee –2015
- Technical evaluation committee team Lead for Cement grinding plant 2015 to 2016

- Savannah Plant Safety Coordinator – 2015
- Lafarge Holcim Plant Operating Model (POM) Pillar Champion – 2012
- Lafarge Holcim Root Cause Failure Analysis Champion – 2011 & 2012
- Lafarge Holcim Inspections & Audits Team Based Safety Leader: Lead Auditor, Lafarge 2011 to 2012
- Lafarge Holcim Operations projects Quality Lead: Product Development champion 2010 to 2012
- Lafarge Holcim Certified Manufacturing Coach, East Africa – 2011

Computer Programs and Operations management Systems

- Microsoft Office (Word, Excel, PowerPoint, Access)
- Advanced SAP HANA Super User
- Strong knowledge and hands on skills in Operations management system applications (GMP, LIMS, QUIS) and ERP systems - SAP HANNA, Production & process Module, Q. Management module proficiency & MAXIMO – Maintenance management using engineering programs.
- Strong problem-solving skills - Excellent use of Apollo tools, RCA, Six Sigma tools (QFDs, FMEAs, fishbone diagrams, Control charts & statistics, DMAIC, etc.), 7Ys, and Gemma Kaizen.
- AutoCAD

Educational Background

Academic Qualifications

2019 - 2021

Institution:

MSC Civil Engineering

University of Nairobi, Kenya

2018:

Institution:

MBA (Operations Management)

University of Nairobi, Kenya

2004:

Institution:

BSc (Chemistry)

Moi University, Kenya

Professional Qualifications

- IRCA ISO 14001:2015 (Environment Management Systems) Lead Auditor Training, Bureau VERITAS, Nairobi - Kenya, 2017.
- IRCA ISO OHSAS 40001:2018 (Occupational Health & Safety Management Systems) Lead Auditor Training, Bureau VERITAS, Nairobi - Kenya, 2017.
- Customer Service Training, Kenya Institute of Management, 2017.
- Quality Assurance Seminar in Laboratory Management (ISO 17025:2017) – Kenya, 2017.

- Advanced SAP Super User Training – HANA, QM Module - SEAL, InfoTech, 2015.
- IRCA ISO 9001:2008 QMS Lead Auditor Certification, Bureau VERITAS - Kenya, 2013.
- Operations Management Mastery, Lafarge - Cairo Technical Centre, Cairo - Egypt, 2011.
- Operations Management Professionals Development Program (CPDP) Lafarge-Technical Centre for East Africa and Europe, Leon - France, 2011.
- Operations Management Coach Certification, Lafarge – QDSA, Lichtenburg, 2010.
- SAP Proficiency Training Lafarge Holcim (Bamburi Cement Ltd) - Kenya, 2009.
- Advanced Laboratory Instrumentation Course (XRF) PanAlytical - S. Africa, 2009.
- Manufacturing Operations Optimization, Lafarge Holcim, Technical Centre for East Africa and Europe - France, 2009.
- Quality & Products Application course I & II Lafarge Holcim - TCEA, Leon-France, 2008.

Professional Association Membership

- Kenya Chemicals Society Association
- Kenya Green Buildings Society
- Operations Management Society of Kenya (OMSK)
- Cement & Lime Technical Committee

Professional Experience

Employer: SAVANNAH CEMENT LTD, KENYA

Position: Quality Manager

Duration: May 2012 – To date

Responsibilities as Quality Manager:

- Develop, enforce, monitor & champion entire organization's Quality Management system.
- Strategic Budget setting with focus on continuous improvement.
- Develop and manage all products Quality assurance and control programs/strategies/plans:
 - Oversee the QC team in respect to the execution of all the required testing of raw materials, intermediates and finished products and the generation of reports.
 - Formulate and enforce material specification design and control protocol.
 - Raw material vendor quality performance evaluation.
- Specifying, pre-verification and qualification of all the materials' quality specifications including sourcing i.e. raw materials, intermediate, in-process as well a finished product
- Champion raw materials management to assure product and process quality consistency.
- Statutory products quality compliance to applicable codes and standards.

- Plant performance monitoring, evaluation and improvement – action planning coordination.
- Heads the quality control & process department – managing the QC and Process teams in administering their duties.
- Human Capacity development - Design, develop and implement quality control training programs. This includes determining, negotiating and agreeing on in-house quality procedures, standards and/or specifications.
- Defining and tracking customer service standards and charter to assure that their expectations are met.
- Plant and laboratory equipment reliability management – Have Set up effective systems for maintaining and calibrating laboratory and plant equipment and instrument qualification including scheduled Calibration program, CRMs analysis and accuracy tracking.
- Continuous process and quality performance monitoring & improvement to assure maximized output and efficiency: GAMP systems; validating processes; providing documentation; managing staff.
- Support responsibility – offer technical support to the commercial and production team on product and process performance as well as end user application specifics. Spearheads weekly strategic plant performance optimization interdepartmental meetings.
- Customer complaint management – inspection, reporting and spear heading action plan.
- Laboratory Safety Health and Environment Management.
- Coordinate internal and external SHEQ Audits in conjunction with KEBS, NEMA OSHA Agents.
- Quality Management System Audit Leader: Championing verification of the effectiveness of the discipline focused systems and management processes within the product integrity assurance plan.

Achievements:

❖ Commercial Support:

- Participates, as a committee member, in the annual Sales and Marketing strategy formulation, implementation, actualization and monitoring.
- Established company product differentiation and market positioning – Product Launch (East Africa) and strategic entry to new markets resulting in achieving 15% national market share within five years.
- Technical Sales Support during market visits and storms.
- Development of the company technical brochures, and cement bag design.
- Key Stakeholders training: products and application technical seminars & training to key stakeholders within the construction industry.

- Customer feedback missions: customer site/ projects visits.
- Competitive intelligence - Product performance benchmarking to drive competitiveness through strategic product differentiation.
- Developed, implemented and enforced a robust Quality Management system for the organization based on ISO & AFNOR standards. Currently implementing ISO 9001:2008 QMS.
- Carried out full Commissioning and upgrade through a structured continuous improvement program of a state-of-the-art Savannah cement Quality Control Lab.
- ❖ Led team towards **zero recalls** and **products non-conformity** track record since plant commissioning – 7 Years due to setting up robust and proactive-based QMS Structures.
- ❖ **Specialized Products development and Launch** – Hydraulic Road Binder & Low expansion Portland cement, composite cement using locally available industrial ash, Bagasse based cement, Limestone Calcined Clay cement (LC3 using local clay sources) towards enhancing concrete durability.
- ❖ **Projects Management Leader:**
 - Industrial grinding Aid – annual savings of up to USD 3.7 Million.
 - Plant process optimization – plant debottlenecking champion for enhanced performance
 - Energy cost management: substitution of coal with cheaper biomass within the drying line.
 - Production cost reduction - Cement mix recipe/design cost optimization including introduction of more effective supplementary cementitious material enhancing quality and unit cost.
 - Process design change in driving efficiency - milling system upgrade.
- ❖ Safety - Chaired Savannah Cement Ltd Health and Safety Committee
- ❖ Spearheading **Products development** and driving all products to achievement of the coveted Diamond Mark of quality
- ❖ **Customer service** - Introduced/ developed the customer service standards and charter with appropriate tracking methodologies.
- ❖ **Quality management System Head** – Establishing a robust QMS system within Savannah cement Ltd, as a start-up company, throughout the entire product life cycle, this has formed the basis upon which Savannah has fast built its corporate brand equity catapulting the business to 14% market share locally and become an export market leader at 70% over the last 6years.
- Human Capacity development – on-job **training and coaching** of the QC and Processteams.

Employer: SAVANNAH CEMENT LTD, KENYA
Position: Ag. Deputy Head of Manufacturing
Duration: April 2015 to Date

Responsibilities as Ag. Deputy Head of Manufacturing:

- **Strategies development** – develop and oversee the strategic direction of Savannah Cement’s manufacturing department, setting the plan for products, processes, including factory relationships, specific Key performance indicators as well as establish and implement budgets/ policies/ procedures to support the functional infrastructure in driving the overall corporate direction.
- Develop systems and processes that track and **optimize productivity** and **standards**, metrics and performance targets to ensure effective return on assets.
- **Operations continuous improvement** - Spearhead research and develop initiatives in the product realization processes through continuously reviewing, developing and improving processes, methods and techniques to ensure effective resources and plant reliability & capacity utilization towards consistently achieving planned goals and objectives.
- **Team goal alignment** – close follow up of departmental KPIs defined within manufacturing. This also includes hiring, training and development, Coaching and mentoring teams.
- **Budgeting:** Spearheading formulation of strategic manufacturing department annual budget with focus in world class operational performance at enhanced business profitability. This includes working closely with the Heads of Finance and Commercial in the drafting and driving business strategy and budget.
- Identifies, Initiates and drives implementation of capital investments and continuous improvement projects.
- **Strategic Resources Optimization** - Effective resources allocation and full utilization of assets to generate optimum performance - Business productivity, efficiency and profitability.
- Statutory regulations enforcement: Enforce legal, environmental, health, safety and quality compliance in the entire product lifecycle in adherence to regional laws and regulations as well as company policy and procedure.
- Coordinate Manufacturing Department Root Cause Failure analysis (CAPA) process through the sectional managers, identifying preventive and corrective actions and following up to closure.
- Daily operational performance reporting, forecasting and resource planning & deployment
- **Cost management** - Identifies, recommends and implements changes to improve productivity and reduce cost
- Prepare Board of Directors and Senior management Operation reports tied to corporate performance focus.

Achievements:

- ❖ **Improved plant Technical KPIs sustainably within desired limits** – Production (Output), KWH/t, Major equipment reliability and availability, CK ratio (Product Profitability), Overhead cost target, Dispatch Turnaround Time. **Achieved overall 42% production growth over the period in charge of operations.**
- ❖ Project Management Lead:
 - **Played Leading role in Successful Plant upgrade programs** towards manufacturing performance optimization
 - As Team leader to the technical evaluation committee **successfully undertook Bids evaluation and reporting for the second milling line (1.5 Million Tons capacity – USD 60 Million Project)**
 - Carried out a complete Packing plant upgrade resulting in **increased dispatch volumes of 30%.**
 - Spearheaded critical Plant Debottlenecking Projects – Efficiency enhancement & Cost reduction initiatives; Weigh feeder & weigh bridge upgrade – **Enhanced equipment reliability.**
 - Silo connection project – **Enhanced drier reliability from 84 % - 94% reliability.**
 - Installation of bag counters – **Reduced short landings by up to 80%.**
 - Bulk dispatch design change – **Reducing bulk dispatch turnaround time by 70% of initial TAT.**
 - Grinding aid Optimization with accrued **annual savings of up to USD 3Million and increased mill throughput of up to 10%.**
 - Raw Materials Quality and cost Optimization – with **production cost reduction by 10%, etc.**
- ❖ **Managed 180 Staff members** within Production & process, Quality, Mechanical, electrical & Instrumentation and project department.
- ❖ Championed Strategic Resources Optimization to generate optimum performance – Budgeting, Target setting and enforcement, Business productivity, efficiency and profitability.
- ❖ **Successful management (Planning and execution) of the 2016 Full Plant Scheduled Major maintenance** with focus on upgrade and installation of key equipment in debottlenecking operations.
- ❖ Formulation and implementation of the commercial strategy with focus on 2016 commercial stretch target.
- ❖ **Tender Evaluation** – Drafting key contracts on critical material and service provision including Bid evaluation, developing key assessment/scoring criteria, awarding and negotiations **resulting in slashing key material costs by up to 20%.**
- ❖ Proactively advising **Board of Directors and senior management team** on key innovations and strategies in driving performance.

EMPLOYER: LAFARGE HOLCIM – BAMBURI CEMENT LTD

Positions: Quality Manager
Industrial Chemist
Quality Chemist

Duration: April 2007 - May 2012

Reason for leaving: Career Growth

Responsibilities as Quality Manager:

- Quality Management System Leader: Develop, communicate enforce and maintain a quality management system towards assuring compliance.
- Formulate comprehensive QMS Policy & Operating Procedures (SOPs) for new and existing process and monitor implementation.
- Monitor and maintain the laboratory quality assurance database.
- Quality Management System Audit.
- QMS Certification and compliance program implementation & Reporting: Ensuring that all quality certification requirements records are identified, understood, retained and communicated in accordance with the customers and Government regulatory requirements.
- Quality Internal/External reporting: Preparing reports of analytical results to local (KEBS) and international (AFNOR) regulators for compliance evaluation of performance testing.
- Raw Material Standard Specification: Assessing and defining raw material specifications to optimize the production process and reviewing of procurement material supply contract documents to ensure that quality requirement have been correctly translated into purchase requisitions and design documents.
- Pre-evaluation of supplier quality plans, material certificates, fabrication/certification dossiers, plus taking part in supplier site audits and surveillances.
- Customer technical Liaison and Complaint management
- Performance Monitoring, Evaluation and Implementation: Implement and monitor the progress and effectiveness of the product (service and goods) quality management system.
- Non-Conformity Management: Control of non-conformance, reporting and undertaking and tracking remedial actions by gathering relevant data,
- Quality Planning and Budgeting: Planning for the Quality annual programs, people development, quality inventory (Capital and operational expenditure) as well as equipment /material requisition requirements and specifications.
- Cross-Departmental Obligations: Interaction with other departments to optimize operations efficiency: review existing strategies, introduction of new products, and provide progress data to the planning and scheduling department, etc.

Achievements as Quality Manager:

- ❖ Commercial Support: Technical Sales Support – Product Launch, Positioning and strategic entry to new markets, Development of the Annual Sales and Marketing Strategy.
- ❖ Development of the company technical brochures, cement bag design, products & application technical seminars & training to key stakeholders within the construction industry as well as customer site/projects visits, & product launch in East African countries.
- ❖ Product performance benchmarking to drive competitiveness through strategic product differentiation.
- ❖ Full management of product nonconformity following an operational omission
- ❖ Bamburi Cement Ltd EHS Lead Auditor – Established, Developed and enforced annual external and internal plant EHS Audit activities and plant EHS inspection programs including championing closure of noted corrective/ improvement actions in all Lafarge's East African plants.
- ❖ Champion implementation of the Plant operating Model (POM: Lafarge Global Operational best practices) within the plant as a POM Lead.
- ❖ Product cost optimization Champion: Cost initiatives champion.
- ❖ Led AFNOR QMS Audit – Internal & External in conjunction with Cairo Technical Centre.
- ❖ Optimization Project Leader: Cost saving initiative – Introduction of Fluorspar within Clinkerization, A.F optimization, Use of Local Iron ore, Quarry Mapping Optimization.

Responsibilities as Industrial Chemist/Operations Coach:

- Plant Lab Safety Champion: Participate in Safety activities in the Plant and Laboratory.
- Raw Materials sourcing & evaluation: Quality Information system coordination: Responsible for the development and review of Quality Manual and Quality Plan.
- Real Time products quality control supervision and intervention: Oversee the quality management plan including SPC and weekly + monthly quality report generation.
- Lafarge Quality Technical Standards program Champion
- Plant and Lab Instrumentation and equipment Reliability Follow-up.
- People Development (Training & Coaching): Coaching quality personnel towards Lafarge Quality control certification programs.
- Reverse Osmosis Operations optimization: management and Improvement of plant's operation reliability and performance.
- Industrial project management: Champion Industrial product/process quality improvement projects: Planning, implementation and tracking of Key quality projects.
- Quality System Auditor: Audits entire quality management system as per adopted European (EN) & AFNOR Standard specifications.
- BCL Mombasa Plant Laboratory Accuracy Index Champion.

Achievements as Industrial Chemist/Operations Coach:

- ❖ Coveted Lafarge QMS/Lab Coach International Certification – Lafarge, Lichtenburg –SA.
- ❖ 100% product composition profitability (CK Ratio Champion).
- ❖ Product development projects: Championed successful development (lab scale), industrial trials and launching of two key new cement products (PowerMax & Plasta Plus cement).
- ❖ Quality and process projects lead: Grinding aid optimization lab, Use of alternative raw materials with focus on the unit production cost reduction.
- ❖ Quality operators' Certification: Quality and process team Coaching and training leading to Certification of 8 QCSO personnel.

Responsibilities as Quality Chemist:

- Manufacturing Quality control Lab Management.
- Lab equipment Reliability Champion.
- Quality Control Lab Metrology Champion (ISO 17025 implementation).
- Quality and Operations Reporting Documentation and data interpretation
- Laboratory Inventory Management.
- Cross Departmental functions: Champion cross departmental meetings to brainstorm on operation challenges, opportunities and affirmative actions as well as operation assignments.
- Q.C projects Coordination: Product development at the lab & research projects.

Achievements as Quality Chemist:

- ❖ Lafarge Global recognition – Instrumental in driving Bamburi Cement Ltd to 100% Laboratory Accuracy Index score through team coaching and equipments reliability enhancement
- ❖ 100% LQTS implementation within Bamburi cement Ltd- Lafarge Holcim.
- ❖ Established product development research protocols and documentation within Lafarge portal with milestones in lab & plant scale projects: enhanced Profitability and product diversification.
- ❖ Helped drive zero laboratory non-compliance during both internal and external (AFNOR) Quality management System audits.
- ❖ Cement milling cost saving project Initiatives: Saved/Earnings of over **USD 800,000** within 7 months through process modification project following BCL's Fire incident in 2007.

References

1. Mrs. Miriam Ngolo – Said
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