


# NIRMALYA SENGUPTA

Head of Operations with chronicled success of 24 years in driving organizational growth, targeting senior level assignment in **Production, Maintenance, Quality, Operations Management** with an organization of repute



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## Core Competencies

Plant & Manufacturing Operations

Production Engineering & Operations

Quality Assurance & Control

Delivery Management

Product Development & Improvement

Auditing & Compliances

Budgeting/ Cost Optimization & Control

Process Engineering & Improvements

Operations & Maintenance

Logistics & Dispatch

Resource Optimization

Vendor Development

Procurement

Packaging/Warehousing/Dispatch



## Profile Summary

- **A competent & result-oriented professional** with an effective experience in devising significant solutions, managing day-to-day **Production, Maintenance, Manufacturing Excellence, Safety, Quality Assurance, Dispatch** activities with focus on top & bottom-line profitability by ensuring optimal utilization of **5 M (Man, Machine, Materials, Method & Money) & QCDMS (Quality, Cost Delivery, Morale, Safety)**
- Proficient in **Machining, Fabrication, Assembly and Powder Coating**; skilled in conceptualizing and implementing process initiatives to enhance efficiency and productivity; worked in Machine manufacturing, Car OEM, Furnace manufacturing, Industrial gear box manufacturing, Conveyor Automation, Poultry farm equipment manufacturing
- Highly resourceful in **Quality Management System (ISO 9001-2008)** including internal audits, Process & Supplier audits and recommending & implementing corrective and preventive actions while ensuring in-process quality control and continuous improvement in process capabilities
- **Certified Lean Six Sigma Black Belt (LSSBB)**; implemented measures for enhancing the process capability index of machined & fabricated parts maintaining the USL & LSL limits in smooth running of the plant; skilled in instituting quality assurance practices to achieve business excellence at the lowest overall cost
- Proficient in **implementation of lean manufacturing** by calculating Takt time, Buffer stock, material supply frequency
- Possess competency in **localization of parts by vendor development**, outsourcing, technically advising & guiding vendors to meet desired standard and targeted price
- Experienced in working in multicultural environment having nationals from **Europe, America, Far East, New Zealand & so on**
- Insightful knowledge in **formulating and administering company policies**, directing and coordinating all department activities to develop and implement long range goals and objectives
- Showcased excellence in **setting up green field project** for Glidepath (Fabrication & Machining facility), Rieter (Fabrication facility) and Fiat (Industrial Engineering)
- **Insightful skills in driving process improvement** by implementing Lean Manufacturing, WCM, Kaizen, 5S Concepts, Multi-Skilling Concept, Value Stream Mapping, TQM, TPM activities; debottlenecking & process standardization for productivity & quality improvement; minimized the breakdowns of plant machines & equipment through analysis of breakdown & preventive measures
- Proven track record in **coordinating, planning and implementing changes to technology**, machinery and process methodology, direction of quality assurance and control systems & reporting procedures; implemented systems such as ISO-9001-2008 and achieved the highest manufacturing excellence through TQM like 'World class manufacturing'
- **Comprehensive understanding** on the concepts of Value Analysis/ Value Engineering, Vendor Value Analysis and Selection, Breakdown Management, Internal Audits, Field Failure Analysis & Troubleshooting
- **Exhibited a strong and firm approach** to sustain and encourage safe work environments, and capabilities to streamline operations; applied continuous improvement principles to increase process and maintenance efficiency and company profits

## Technical Skills

- MS Office
- SAP, M1, Oracle ERP
- MTM-UAS (MOST)
- MS Project

## Career Timeline



## Work Experience

### **Aug'19 to Present: Metplast Industries Ltd. (Under Kishorefarm) as Operations Head**

Poultry Farm Equipment manufacturer, Mumbai based company

### **Jan' 18 to Jul' 19: Glidepath India Pvt. Ltd., Pune as Manufacturing Head**

Airport Baggage Handling System Manufacturer, New Zealand based company

### **Jan' 11 to Aug' 17: Rieter India Pvt. Ltd., Pune as Manager (Manufacturing Engineering)**

Textile Spinning Machine Manufacturer, Switzerland based company

### **May' 07 to Dec' 10: Fiat Automobiles India Pvt. Ltd., Pune as Deputy Manager (Manufacturing Engineering)**

Car OEM, Italy based company

### **Roles Across The Career:**

- Spearheading operations functions heading Production, Maintenance, Logistics, Dispatch, Quality & Systems; managing a sheet metal facility & machining facility of a poultry battery cage system manufacturing unit having nearly 200 employees and accountable for a yearly target of 150 Cr INR
- Administering entire gamut of production activities on fabrication & machining, PPC, Stores, Packing & dispatch, Quality department, HR, Facility, Maintenance & so on
- Acting as a Single Point of Contact between directors and entire operation facility and liaising with the customers
- Managing various machinery & equipment such as Laser cutting machine, Press brake machine, Turret punch machine, Roll forming machines, all welding facilities, CNC turning & milling centers, Powder coating plant
- Spearheading various activities pertaining to Sheet metal fabrication, Industrial Engineering activities, Lean manufacturing implementation in sheet metal shop floor, Order fulfillment, Final Packing, Dispatch, Warehousing & so on
- Assuring that the assigned tasks are executed as per conformance with approved quality guidelines for achieving highest quality & excellence standards
- Appraising the prevalent manufacturing systems/ processes, identifying loopholes if any and undertaking result-oriented measures for alleviating them and documenting the same
- Deploying various methodologies to analyze various processes, recommending modifications to minimize escalations, reduce rejection, realize operational efficiencies, control variability, costs and reduce cycle-time
- Devising & implementing production strategies/plans in order to achieve the organizational production goals
- Modifying equipment, process flow & working practices for controlling & reducing conversion cost per unit produced, ensuring optimum utilization of the available manpower/machinery
- Monitoring quality systems & compliance with preset standards; troubleshooting and maintaining requisite documents to ensure complete in-process quality & improvement in process capabilities
- Finding vendors/suppliers of MS & SS Fabrication that includes laser cutting, bending, powder coating & so on, vendors for machined parts like pulleys, Zn plating, fasteners, bearings
- Performing Material Requirements Planning (MRP), Material availability check and converting planned order to production orders
- Inspecting material quality received from vendors/ suppliers to ensure adherence to quality standards & norms
- Appointing suppliers for raw materials like pipe, MS/SS/GI sheets by acquiring in-depth knowledge in powder coating, fabrication, machining & so on to convince suppliers to meet the targeted cost
- Monitoring purchase & installation of machines required for sheet metal fabrication plant like CNC Laser Cutting, CNC Press Bending Machines, CNC Roll Forming Machine and MIG Welding Stations & so on
- Recruiting Assistant Managers, Supervisors & Operators
- Analyzing the training requirements and delivering required training to the Engineers/Supervisors in the department; ensuring employee occupational safety, health and training program for production and maintenance personnel
- Driving a culture of performance & safety within plant, managing production of daily / weekly / monthly targets in line with customer specifications, meeting all quality and safety standards
- Incorporating maintenance schedules and conducting periodic checks to ensure performance of various equipment and maintaining requisite documents for the same
- Minimizing the areas of bottlenecks & breakdown; taking steps to achieve zero accident & customer complaints through continuous monitoring and application of tools like root cause analysis
- Managing 150 people including assemblers, machine workers, front line supervisors & middle level managers as a production in-charge of an Industrial Gear Transmission Manufacturing Unit
- Acquiring in-depth knowledge in CNC machining using HMC, VMC, Turning centre, Hobbing machines, Bore & Cylindrical grinding machines, Thread & Gear grinding machines and also in Heat treatment operations
- Resolving customer complaints on dispatch and setting-out quality standards for various operational areas and ensuring a high-quality customer experience while adhering to SLAs

- Computing TAKT time buffer stock, frequency of material supply to final assembly line from store & shop floor production centers, minimum batch quantity by designing & manufacturing a unique cart for material transport that may carry up to 250 kg of material
- Conducting yearly appraisal of Assistant managers, supervisors & operators to fit their performance within a bell curve
- Maintaining entire production related reports, material procurement plans and work delegation schedules (weekly & daily) for completion of production process

### Highlights:

- Rewarded with the Managing Director's Award on successful completion of green field project to set up the 1500 Square Mtr. Sheet Metal Shop with Powder Coating Plant, Laser & Bending Machines & Welding Stations
- Effectively achieved inventory reduction from 90 to 4 days by implementing lean manufacturing, amounting an inventory level reduction from 30 Cr to 1 Cr INR ; designed & manufactured material transport trolleys and calculated necessary buffer stock, material supply frequency and so on
- Actively contributed to continuous improvement & cost reduction by introducing 'employee suggestion scheme' and achieved a cost saving up to 1 million USD (i.e. around INR 5 Cr.) in a year
- Transferred comber assembly line from China plant & set up of assembly line for Comber & Drawframe machines in Indian plant
- Created work centers & routing in SAP; allocated manpower & work distribution; Calculated OEE, Labour Productivity and successfully developed jigs & fixtures
- Eliminated wrong supply & short supply completely by introducing & implementing line packing concept
- Notable success in spearheading final packing that needed more than 50 boxes weighing 500Kg to 1 Ton each to be sent with every final machine; led Dispatching functions entailing loading & unloading of very heavy packing materials in containers and Warehousing those

## Previous Experience

### Jul' 03 to Apr' 07: Wesman Engineering Pvt. Ltd., Kolkata

A furnace manufacturer having collaboration with IPSEN Germany

#### Growth Path:

Jul'03 to Jun'05: Asst. Manager (Production Planning & Control)

Jul'06 to Apr'07: Asst. Manager (Production Planning & Control)

### Jul' 05 to Jun' 06: Net Guru Systems Ltd., Kolkata as Estimator

Prepared BOM for HVAC and Plumbing Systems

### Dec' 95 to Jun' 03: Premium Energy & Transmission Ltd. (Formerly M/s Greaves Ltd.), Kolkata as Sr. Engineer (Production)

Industrial Gear Box Manufacturer

#### Highlights:

- Hands-on expertise in running various machines such as Hobbing machine, Gear grinding machines, CNC Turning centers, CNC & manual Horizontal machining centers, CNC & manual Vertical machining centers, Worm thread grinding machines, Worm thread generating machines, Bevel generator machine, Heat treatment

## Freelance Experience

### Sep' 17- Jul'18: Freelancer (Operation Management), Pune

#### Highlights:

- Successfully applied multiple tools such as Value Stream Mapping (VSM), Makigami for Process mapping
- Used Lean tools such as Gemba, Muda, SOP, Work Place Organization & so on to attain an uninterrupted flow of CVs, JDs, technical documents for targeting 50% increase in business

## Trainings Attended

- Trained in Design Software like Unigraphics NX6, AutoCAD 2005, and Catia V.5 knows CNC Programming with Sinumeric & Fanuc Control
- Production Planning Module of SAP, Oracle Apps & M1, trained in Oracle & Developer 2000
- International Exposure:
- Fiat Group Automotive, Turin, Italy
  - Training in Automobile Engine & Transmission Plant on Manufacturing Process & Machining Procedure of different parts
  - Trained on Methods for Time & Motion Studies and on World Class Manufacturing (WCM) in Fiat's different plants in Turin, Italy
- BJC Construction Industries Ltd., Rayong, Thailand
  - Worked as an Estimator to estimate the material requirement and man-hour requirement for power plant equipment
- EMO Hannover, Germany
  - Attended 2011 EMO to purchase a new HMC machine from Mori Seiki
- Rieter, China
- Technically studied entire Combing Machine Assembly line in Rieter China & transferred the assembly line in India

## Education

- B.E. in Mechanical from National Institute of Technology Silchar (formerly REC) with 71.53% marks (first division) in 1994
- Distance Post Graduate Diploma in International Trade Management under NMIMS (Narsee Monjee Institute of Management Studies), Mumbai, with 65.67% marks (first division) in 2015 -2016
- Certifications:

- Certification course on Lean Six Sigma Black Belt (LSSBB) in 2018
- Certification by DNV for Internal Quality Auditor Ship on ISO 9001:2008 and ISO 9000:1994
- Obtained Chartered Engineer (India) Certificate in 2003
- On the job training on World Class Manufacturing (WCM)
- On the job training on Time & Motion Study, MTM-UAS



## Personal Details

**Date of Birth:** 22<sup>nd</sup> September 1972

**Languages Known:** English, Hindi, Bengali, Marathi, French

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