



## Mustajab Shah

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**Date of birth:** 05/10/1984

### WORK EXPERIENCE

[ 04/05/2020 – Current ] **Assistant Production Director**

#### ***Raccorderie Metalliche S.p.A.***

**City:** Campitello di Marcaria

**Country:** Italy

#### **Main activities and responsibilities:**

Head Continuous Improvement, Process Engineering, IT-Lean, MTM, PMO & OpEX. Responsible for continuous improvement initiatives and projects in the establishment nationally & internationally.

Responsible for developing and implementing process strategies, managing process resources, optimizing current processes, and maintaining processes efficiency and efficacy.

Responsible for the application of IT-Lean solutions to reduce waste, add value, standardizing, monitoring efficiencies and data collection by using SPC.

Responsible for developing and implementing digitization projects aimed at creating a digital backbone to improve SQCDME and for Industry 4.0 projects.

Responsible for the creation of material master, bills of materials, optimal work cycles, setup times, balancing lines using MTM.

Responsible of PMO for creating, presenting, managing projects with the underpinning directive of delivering business improvements and subsequent realisation of tangible benefits with operational effectiveness.

Responsible for OpEX with goals aimed at driving a long-term cultural change in the global engineering organization to internalize the CI processes to demonstrate results. Major projects lead in the past two years (Continuous Improvement, Lean, IT-Lean, Six Sigma, Industry 4.0):

1. Project Manager for a new plant of 50000m<sup>2</sup> with over 300 machines (cutting, bending, deforming, automatic assembly, automatic control stations, robotic arms, pick and place systems, CE, Industry 4.0 and integration with MES and ERP systems. Creation of SCADA and ANDON, Digital integration using OPC-UA servers and Siemens PLC 1500) with an estimated ROI of 1M Euros annually.
2. Responsible for CI & Lean initiatives in 4 different plants. Lead multiple projects of VM, 5S, SMED, TFM, TQM, TPM & Kaizen with demonstrable results in improved OEE & Quality with an estimated cost saving of over 2M Euros annually.
3. Project Manager for the creation of workflows of ERP (alternate resources, optimized work cycles, setups, part programs and demand forecast to improve finite capacity planning in a MTS plant with over 4000 products in the catalogue and over 30 millions pieces produced annually with an estimated cost saving of 30K Euros annually.
4. Project Manager for the application of a completely new MES in a production plant with over 700 machines with various modules of Productions, Materials, Maintenance, Tracking, Quality management, Performance management, Energy management, Part Programs, PDM PLM integration, SPC, AI, Predictive analysis MRP & MAP with an estimated ROI of 1M Euros annually.
5. Project manager for the consumption of energy and lubricants for metallic deformation with aim to reduce energy, compressed air, and lubricants with a forecast of 200K Euros savings annually.

[ 13/01/2014 – 29/04/2020 ] **Lean Manufacturing Engineer**

***Lonati S.p.A.***

**Address:** Brescia, Italy

**City:** Brescia

**Country:** Italy

**Main activities and responsibilities:**

Responsible for the application of Lean & Six Sigma in multiple plants (metal foundry and fabrication, circuits productions, software development, CNC production, Tooling, Warehouse, Packaging and Assembly lines).

Lead transformational initiatives to implement improvement methodologies (VSM, VM, 5S, 4M, Ishikawa, 5W+1H, Kaizen and additional problem-solving tools) to improve operational, production efficiency and reducing cost.

Identifying bottlenecks to improve work cycles and processes by creating TFM ad-hoc KPI's for monitoring the process with daily Gemba walks and PDCA meetings for jump start solutions.

Responsible for designing, testing, implementing materials and logistics management solutions for various production sites considering the complexity and delicacy of different material and parts utilised in the manufacturing and assembly processes.

Responsible for developing, assessing, recommending, training, and implementing CI, Re-engineering initiatives to simplify processes, reduce operations risks achieving cost efficiencies in manufacturing process.

Responsible for training, coaching, and mentoring designated cross-functional teams and individuals on Lean, Six Sigma, CI concepts.

Responsible for developing, implementing, and monitoring CI programs with existing and new production systems and creating a visual factory.

Major projects lead with substantial reduction of waste and cost saving:

1. Responsible for the creation of a completely new packaging for the machines with safe-transit certification and a completely automated packaging department with an estimated ROI of 1.2M Euros annually.
2. Responsible for creating a new warehouse 20000 m<sup>2</sup> by creating layout, studying flows, creating FIFO and TFM for internal and external production with estimated ROI of 150K Euros annually.
3. Responsible for VM projects for machine manufacturing, semi-automatic and automatic push and pull production facilities to improve OEE by 2% translating into an estimated ROI of 100K Euros annually.
4. Responsible for SMED project in CNC department with over 50 machines to create standard operating procedures, eliminate external activities, reduce stop times by 20% increasing production capacity with an estimated cost savings of 130K Euros annually.
5. Responsible for TPM in CNC department in four different plants with the creation of standard processes and digital frameworks for predictive and preventive maintenance with an estimated cost saving of 50K Euros annually.
6. Responsible for the creation of digital Kanban systems fully integrated with ERP in 4 different plants to improve availability and efficiency with an estimated ROI after depreciation of 50K Euros annually.
7. Responsible for the certification of coupling and assembling according to ISO9001 and CE standards for various products.

[ 30/04/2005 – 29/08/2007 ] **Assistant to Training Director**

***Huawei Technologies Co., Ltd.***

**Address:** Islamabad, Pakistan

**Main activities and responsibilities:**

Assisting in the creation of training plans and centres nationally and internationally in AP region for customers, sub-contractors, suppliers, and employees.

Ensuring and creating standardized solutions to maintain a high standard of trainings by coordinating and organizing trainers from all-over the world for dedicated certification in the usage, installation, and maintenance of Huawei equipment.

Creating procedures and processes to ensure customer focused delivery for local and AP markets.

## EDUCATION AND TRAINING

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[ 31/08/2007 – 18/10/2011 ] **BS in Textile Engineering (Major in Industrial Engineering)**

*Politecnico Di Torino (Biella Campus)*

Address: Biella, Italy

## LANGUAGE SKILLS

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**Mother tongue(s):** Urdu

**Other language(s):**

### English

**LISTENING C2 READING C2 WRITING C2**

**SPOKEN PRODUCTION C2 SPOKEN INTERACTION C2**

### Italian

**LISTENING C1 READING C1 WRITING C1**

**SPOKEN PRODUCTION C1 SPOKEN INTERACTION C1**

## DIGITAL SKILLS

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### My Digital Skills

Catia | SmartTeam | SAP | Net@Pro | Nicim | Microsoft Office | Power BI | Minitab  
| AutoCad | AutoDesk | JD Edwards | PLC | Scada | Andon | Industry 4.0

## DRIVING LICENCE

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**Cars:** B

## ORGANISATIONAL SKILLS

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### PM, CI, Lean, IT-Lean, Six Sigma

Having over 8 years of experience in fast paced, low-volume high-value, high-volume high-value manufacturing sectors highly regulated with industry standards, I have acquired skills in time management, project planning, project delivery, goal setting, decision making, team creation and management, problem solving, attention to details, focus on customers, reducing costs, improving efficiencies, increasing productivity, listening and communicating with all levels of organisation and multitasking.

## COMMUNICATION AND INTERPERSONAL SKILLS

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### PM, PMO

Working as a PMO and the point of reference for all CI, Lean, IT-Lean and Six Sigma initiatives, I work with cross functional teams from shop floor to the upper management level that requires communication and delivering the required results by listening, responding to conflict, creating positivity, negotiating and being empathetic.

## PROFESSIONAL COMPETENCIES

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### Global perspective

From last five years I have worked extensively with teams from different sectors and competencies for implementation of new systems and applications applying different project management, problem solving and AI methodologies to provide solutions. I have trained, coached, and mentored employees of all levels by transmitting information, resolving conflicts, bringing change, and empowering others to bring in and achieve common objectives towards WCM and OpEX.

## CERTIFICATIONS

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### Kaizen Management

Asian Productivity Organization, Japan.

### Leadership & Managerial Style

CUOA Business School, Italy.

## ON-GOING CERTIFICATIONS

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**Six Sigma Green Belt → Six Sigma Black Belt**

**Prince2 → PMP**

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*Castel Goffredo, Italy*



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