

BHAVESH SHAH

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DIRECTOR / MANAGER - MANUFACTURING ENGINEERING & SUPPLY CHAIN – PMO

A unique combination of large company (Caterpillar, Johnson Controls) and small business unit experience. Frequently promoted and selected to lead key projects and programs. Proven record of making global supply chain agile and adaptable and a source of profits and competitive advantage. Directed projects from concept through implementation, delivering projects on time and within budget, reducing costs and improving processes, ROI and customer satisfaction. Blended engineering background with excellent interpersonal skills to promote, expedite and maximize team performance. Recipient of many awards for excellent performance.



EXPERTISE

Project and Program Management | PMO | Logistics | Distribution | 3PL | Continuous Improvement | Global | VAVE | Greenfield | Turnarounds | Crisis Management | Cost Control | Change Management | Team Building | Startup | Logistics | Six Sigma | Lean Manufacturing | ISO-9000 | Kaizen | ERP | Process Standardization | Training |

TRANSFERABLE SKILLS

- Maximizing productivity while keeping costs well under control
- Streamlining manufacturing, supply chain and manufacturing support functions
- Building, training and leading top-flight, low-turnover teams; maximizing employee engagement
- Turning around projects and programs not meeting goals; starting new business units

EXPERIENCE

CONTINUOUS IMPROVEMENT PROGRAM MANAGER

Johnson Controls - Logistics and Distribution Division, Jul 2018 - Mar 2020

Logistics and Distribution Division employs more than 2,000 and supports the company's distributors and end customers.

Promoted and posted to Holland to lead JCMS (Johnson Controls Manufacturing Systems) continuous improvement system deployment, conduct training and promote best business practices across global operations. Conducted network foot print analysis. Developed business cases for consolidation, sourcing or expansion.

- **Rolled out JCMS methodology and practices to EMEA warehouses.** Included 4 large distribution centers (DC) and 7 regional distribution centers (RDC). Developed site priority based on size of facility, business and organization. Conducted Accelerations (Kaizen events). Logged savings averaging \$100K per DC (6% to 8% of operating budget) by process optimization and waste elimination. Won Chairman's Merit Award for outstanding achievement.
- **Achieved significant freight cost savings.** Took over the implementation of freight rate shopping tool project that was stalled. Gathered key functional managers to build a team, business case and implementation process. Held vendors accountable to deliver what was agreed on contract. Generated close to 700K Euros annual freight savings.

SENIOR MANAGER SUPPLY CHAIN

Johnson Controls - Fire Suppression Products Division, Nov 2014 - Jul 2018

Fire Suppression Products Division employs over 10,000 and is a leader in fire protection and security industries.

As company was evolving from holding company to strategic company, promoted to lead collaborative efforts for critical future foot print consolidation as well as supply chain optimization efforts in China, Europe, Middle East and US.

- **Led Value Analysis / Value Engineering project, saving \$500K annually.** Tasked to standardize firefighting foam chemical in square shaped pail from round pails. Evaluated vendors. Worked with sales group to get voice of customer. Worked with R&D group to design new pail and get certified by UL/FM. Selected a vendor.
- **Consolidated warehouse locations, boosting efficiency and minimizing transportation and 3PL costs.** Growth had given rise to five warehouses. Analyzed current and future needs. Moved all operations into one site. Realized \$900K savings, a project IRR of 34% and 1.5M NPV. Cut average lead time by 1.5 days. Increased accuracy from 94% to 99% and promised ship date attainment from 93% to 95%.

- **Overcame a crisis, increasing sales 40%.** Change in Chinese government policy required quick recertification of key products and systems after China had cancelled certification resulting in a sharp sales decline. Executed interim supply chain solution (moving products between US and China) to keep business afloat. Arranged for products to be recertified properly. Reestablished proper supply chain with newly approved products.
- **Streamlined manufacturing of seven core products and systems.** Evaluated global manufacturing (11 sites) and distribution supply chain. Standardized processes, optimized inventory levels and rationalized product portfolio. Shifted production to achieve peak efficiency. Saved \$400K in high pressured cylinders from vendor in China and \$200K in CPVC inventory. Cut lead time by 6 weeks.
- **Spearheaded relocation of manufacturing operations** from Mansfield, TX site to Marinette, WI and Port Arthur, TX. Led cross functional team that created an integrated project plan. Structured cadence and communication to execute project efficiently. Secured necessary agency approvals. Relocated operation in 12 months. Saved \$1.1M in SG&A as well as rent and rates.

GLOBAL IMPLEMENTATION PROGRAM MANAGER

Caterpillar Logistics Service LLC, Jun 2008 - Nov 2014

Logistics Division employs staff of 12,000 and maintains a global presence to support vehicle assembly plants and dealers.

Promoted to implement business-critical projects and act as strategic thinker in planning future developments. Led 3rd party logistics (3PL) efforts for clients such as Manitowoc, Baker Hughes in UAE, Mazda and AutoZone in Brazil.

- **Spearheaded \$1.2B divestiture of 3PL business unit.** When Cat decided to divest 3PL Division of Cat Logistics, collaborated with transaction manager and led international team of department heads, SME's and consultants to carve out business from Caterpillar. Made presentations to potential buyers. Divested business in 15 months.
- **Upgraded team skills.** Mentored and coached new Project Managers and Project Coordinators in key aspects of governing and managing projects. Used live examples to explain the process of managing stakeholders and sponsors. Participated as proxy to help guide and coach. Trained four PM's and five PC's over five years.
- **Led startup of warehousing, order management and vendor management 3PL services.** Directed cross functional team to build greenfield multi-client warehouse in Jeffersonville, IN for Husky Injection molding company. Set up WMS (SAP), procured new storage equipment (racking, bin mezzanine), transferred inventory, hired and trained staff. Stabilized operation before passing on to operations manager. Started operation on time within tight five-month deadline. Attained 99.5% on time order fulfillment rate prior to hand-off to operations.
- **Led AutoZone turnaround.** Took over the project to enable Cat client to enter the Brazil market. Progress had not met expectations. Accelerated IT system development. Set proper client expectations. Settled scope changes and locked down key deliverables with proper buy-in dates. Managed team residing in multiple continents. Exceeded AutoZone's expectation by completing the project early.

MANUFACTURING ENGINEERING SUPERVISOR

Caterpillar, Oct 2006 - May 2008

Heavy mining and construction equipment manufacturer with 100,000 employees and plants in North America, Europe and Asia

Promoted to supervise 11 engineers. Responsible for creating advance manufacturing engineering group. Supported day-to-day operation for hydraulic cylinder manufacturing (\$55M P&L).

- **Improved employee engagement from 63% to 87%; cut turnover rate.** Conducted thorough interview process to onboard talent needed to manage day to day operation as well as run advance manufacturing changes. Engaged and empowered staff to take ownership of solution delivery.

SENIOR MANUFACTURING ENGINEER

Caterpillar, Jul 2000 - Apr 2006

Led the Continuous Manufacturing Improvement Team. Collaborated with marketing and product engineering group to introduce new products for manufacturability. Managed Six Sigma Projects to improve production processes and facilitated planning to increase safety and supplier management. Implemented Lean manufacturing methodology.

- **Boosted productivity and capacity.** Increased hydraulic cylinder manufacturing capacity from 245 to 305 cylinders per day. Cut lead time from 7 days to 1.5 days. Improved safety; incurred zero loss time incidences for 3 years. Implemented LEAN methodology. Created visual factory and Kanban system to better manage shop-floor. Cut in-process inventory from \$933K to \$279K. Improved on-time delivery from 60% to 100%.

EDUCATION, PROFESSIONAL AND PERSONAL

Education: **M.S.**, Industrial Engineering and Management, Oklahoma State University, 2000. **B.E.**, Production Engineering, University of Mumbai, 1997.

Certifications:

- Advanced Facilitation and Project Management. Facilitate large, cross functional teams across globe. Project Management. Facilitation courses were certified by PM Alliance. Project Management Consulting, Training and Project Team Services |
- Lead Others: Effective Leadership. Lead direct and indirect employees. Empower and support through transformation or transition. Johnson Controls
- Duration Driven Project Planning and Control. How to create, control and manage duration driven project plan (MS Project or Primavera).
- Six Sigma Green Belt. Certified in DMAIC Six Sigma Green Belt is certified by Caterpillar University Caterpillar Customer Training | Caterpillar Corporation | Training
- Class A and Lean Methodology. Prepare organization for Class A achievement and lean methodology.
- FMEA, APQP, PPAP. Process improvement and control. FMEA, PPAP, APQP was certified by ASQ <http://www.asq.org>.

Honors:

- Chairman's Merit Award. One of the highest acknowledgements of achievements for implementation of JCMS in European warehouses.
- Chairman's Merit Award. Description: For successful completion of Marinette warehouse consolidation project.

Courses:

- Lean Six Sigma Black Belt and Master Black Belt - Finished Course Work in Feb 2020.
- Change Agent/ Change Master

Technical Qualifications: JDE, BaaN, SAP, WMS Redprairie, ProShip, Sales Force, CI Trac, McKinsey Wave, Business Objects, Power BI, Oracle, Navision, Mfg Pro, BaaN, LLamasoft, JIRA, McKinsey Wave Tools, CI Tracker, Sales Force, MS Project, MS Visio, AutoCAD, CAM