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A highly experienced Strategy and Transformation Consultant and qualified Lean expert, with broad experience across global platforms within the Automotive, Aerospace, Food, FMCG, Transportation, Biomedical, and Public Sectors. Helping organisations improve their performance by collaboratively tackling complex business problems and designing and implementing solutions that demonstrate tangible benefits to the business. An excellent leader, motivator and manager of people, who communicates well and persuades and influences at all levels within an organisation.

EMPLOYMENT HISTORY

Perfect Process Company Limited

September 2013-present

Director: Specialising in the application of Business Improvement methods (Lean methodologies) to perfect operational and business processes, achieving significant business benefits through lead-time reduction and right-first-time delivery.

Birmingham Metropolitan College

July 2016 - Present

Present

The leading provider of further education in the midlands

- Strategy deployment through the identification and prioritisation of key processes with the Exec team
- Key process improvement through employee workshops
- Developing and delivering Lean CI leader training

Promed

May 2015 – Present

Ireland's premier medical supplier and best place to work

- Strategy deployment through X matrix workshops with the executive team
- Key process definition and process review coaching
- Reviewed the repair of monitors and reduced lead time by 66%, increasing revenue for the customer.
- Trained and coached 6 teams on daily Lean management process and visual team boards

Delphi

May 2015 - Present

Present

Global supplier of automotive parts

Global Operational Excellence Lead – Business Process

- Creation and delivery of a Global Business Process Improvement Program for leaders
- Coaching managers and senior leaders 1:1 in Business process Improvement and leader behaviours

Deloitte

May 2015 – May 2016

2016

The world's largest consultancy

Lean Lead – Operational Excellence in Commercial (Basel Switzerland)

- Development and delivery of operational excellence tools and training
- Global business wide analysis and review to recommend processes for improvement
- Coaching senior client leaders 1:1 in opex and leader behaviours

Network Rail

September 2014-April 2015

The owner and operator of Britain's railway

Lean Coach - Implementation of Lean.

- Deployment of Visual Management centres across Wessex maintenance depots through all management levels.
- Identified maintenance planning process savings of £3.5m

British Lead Mills

May 2014-September 2014

The UK's leading supplier in rolled lead sheets, and flashings.

Interim Director - Plant Improvement and Efficiency

- Rapidly improved plant performance leading to a 50% improvement in machine performance
- Introduced shift time changes leading to a daily recovery of 30 minutes operational time and running handovers
- TPM introduction led to a 50 % machine performance from 1.2 tphr to 1.8tphr
- Introduced the Lean management system to progress improvement actions

The Francis Crick Institute

Oct 13 – April 2014

A unique and unprecedented partnership between six of the world's leading biomedical research organisations.

Business Process lead – A new £700m bio-medical research centre. Creating the operational and business processes for the institute.

- Reviewed all inbound logistics saving approx. £2m
- Identified significant savings and process improvements for the science operations, negating the need for new equipment and improving laboratory safety

GKN

Feb 2008 – Sep 2013

The UK's leading 1st tier supplier of Aerospace and Automotive parts

Global Business Process Excellence (BPE) Director: Led global development and deployment of GKN's Business Process Excellence framework.

- **Global lean deployment programme:** Created and delivered training for the process architecture, governance and CI structure for business process. 500 functional leaders trained in Lean leadership and deployment. Each delegate subsequently delivered significant benefits through Lean deployment
- **Leadership training:** Developed and delivered for the top 500 a unique experiential 6-month Lean training programme focussing on Business processes. The in-line reviews yielded a 70% reduction in lead-time
- **Automotive (USA):** Low cell utilisation due to no parts. Delivered a value stream mapping kaizen from suppliers through sequenced warehouse to machining and assembly plants. Implemented warehouse 5S, improving flow and delivery accuracy from 90 to 100%, allowing product sequencing to work ensuring 100% right-first-time parts
- **Aerospace:** Reviewed scrap and replacement parts process with the team, reducing lead-time from 5 days to a 24hr service. A premium of +25% on price was achieved for urgent/replacement parts
- **GKN PLC - Global Risk Management Process.** Developed a single global risk management and consolidation process for 143 sites. This process now feeds into the PLC annual results summary - GKN process excellence winner in 2010
- **Automotive: The European Value Engineering Process:** Ran a 6 site kaizen and created a single process, reducing the lead-time from 18 to 10 months and 40% accelerated savings

Global Continuous Improvement Leader

Nov 2006 – Feb 2008

Reporting to the Global Lean Director, responsible for developing and launching the Lean office concept.

Business Process CI leaders: Developed and delivered a 9-month global deployment framework, training 110 Business "PCILs" over 2 years, demonstrating through focused project work the benefits of applying Lean in Business process.

- **Achieved a 70% lead-time reduction** in all projects. Graduations attended by CEO and board members
- **GKN PLC: Employee Survey Process.** Consolidated 3 separate surveys with a total of 380 questions to a single process deployed across GKN, reducing lead time from 18 to 1 month, providing instant results and savings of £500k

PA Consulting

Management consulting

Principal Consultant – Manufacturing

Oct 2005 – Oct 2006

- **Inland Revenue:** Conducted workshops to review the process and organisation supporting tax return processing. This improved quality from ~30% RFT to 85% RFT and throughput from 6 assessments/day to 12 /day.
- **Immigration department criminal cases:** Developed a proposal to improve case handling quality and lead time through the introduction of Lean cell team working and flow concepts leading to a 60-80% reduction in lead time.
- **British Airways IT** – Reviewed the Server deployment process. Achieved a 90% reduction in lead-time from 344 days to 42 days then down to 6 days in the following 6 months

Mars– European Lean Deployment Manager

Jul 2001 – Sep 2005

Global manufacture of confectionery, food, petcare and drinks

Reporting to the Supply Chain Director, responsible for the development and deployment of Lean across Europe

- **European Raw material specification process:** Reduced lead time from 240 days to 24 days

- **European Packaging Development process:** Created a single process for 27 factories, reducing resources from 80 man-days to 40 man-days and lead-time from 450 days to 240 days
- **Lean implementation in Lithuania pet food plant:** Lean tool workshops delivered through translation. Changeover reduction achieved of 50% lead time, 9000 man hrs saved.
- **Created and delivered management training workshops** for Lean tools.

Mars - Supply Chain Operations Manager

May 2000 – Jun 2001

European Supply manager for 5 Mars brands, production planning, scheduling, raw materials and short medium and long term planning of production lines.

Mars - Production Manager

Jul 1997 – Apr 2000

Responsible for 3 production lines and 65 staff, output, quality, hygiene, safety and employee management.

Royal Mail - Princess Royal Distribution Manager

Jun 1995 – Jul 1997

The most trusted letters and parcels delivery company in the UK

Commissioned and managed the distribution centre through its first year.

- Accountable for operations, health and safety and the management of 300 staff, 37 trains and 500 vehicles a day
- The delivery of 13.5 million letters a day (20% of total UK mail) and annual budget of £10m
- Day to day operational network operations through the rest of Royal Mail as well as rail operations (Railtrack)

Royal Mail - Project Manager

Dec 1992 – May 1995

Developed from a blank canvas the Princess Royal Distribution Centre, a 7 platform, 41 dock road-rail interchange - London's first new railway station for 100 years.

- Designed the operational processes, and purchased IT (£2m), automation (a £2m self-justified add on project) and designed and procured bespoke material handling equipment (£1m), building cost £30m
- Successfully negotiated the closure of 6 London depots and the loss/transfer of 300 jobs with the CWU

Royal Mail, London Mails Network Inspector

Sept 1989 - Nov 1992

- Network (road, rail, air) planning and quality improvement for the national distribution of mail from London

Unigate, London – Distribution Team Leader

Sept 1986 – Aug 1989

- Part of the team that commissioned the new factory. Responsible for delivering to 100 supermarkets and 20 depots in London, in charge of 40 staff order picking and drivers

Qualifications

Cardiff University - **MSc Lean Operations – Distinction 2004**

Imperial College London - **Master of Business Administration 1994**

Woolwich College - **Certificate in Professional competence in Road Transport 1990**

Leeds University - **B.Sc. Hons II (i) Agriculture 1986**

Professional Training

- Deloitte business compliance modules (2015)
- Practical problem solving and A3 planning (2010)
- TWI: Job Instruction, Job Methods (2009)
- Business Excellence (2007)
- Consultancy management, Top down thinking, Managing Change (2006)
- Lominger competency (2003)
- Facilitation skills, Change management, project management (1997)
- 2002 – Ongoing continuous development: Various Lean tools and techniques, learning through conferences, seminars (GKN Lean Luncheon event) and benchmarking (Cardiff Business School LERC network 2004- present average 2 events/year), Cap Gemini Business process seminar 2010, IQPC process conference 2009/10

Interests

- Parent Governor 2005-2011 at Lowbrook School Maidenhead. Improved from special measures to outstanding.
Director Lowbrook Academy 2011-2012
- Assistant Scout Leader 2010-2012, Group Scout Leader 2012- present
- Green camping permit holder, Qualified mini-bus driver (MiDAS)

Annex

External

- Delivered a Lean seminar at *The Manufacturer Conference 2008*
- Trained Toyota suppliers at their annual supplier conference in 2009.
- Delivered a Lean employee involvement workshop at the IQPC Business Process Conference in London 2010.
- Finalist in the *IQPC Lean and Environment awards 2010*.
- Lean and green project cited in the *Lean Management Journal* April 2010.
- Invited to attend and speak several external Lean benchmarking events (Outokumpo, Forrester) 2011
- Chair and speaker at the Lean Office conference London March 2011
- Webinar: Lean Office/Lean Leadership April 2011 Process Excellence Network
- Sponsor (GKN) of the Cardiff Business School Lean Enterprise Conference 2011.
- Finalist British Quality Foundation award – Best process improvement 2011.
- Finalist Strategic manufacturing awards – Outstanding achievement in CI 2011.
- Invited speaker on “Innovation within employee involvement” to Bristan Company October 2011.
- Speaker at the Regional Process conference Amsterdam Oct 2011 “Employee engagement in business process”.
- Speaker at the Works management conference November 2012 Title: “So much more than a whiteboard: top tips to world beating visual management”
- Chair and speaker at the 2013 Oil and Gas PEX conference October 2013. Engaging the frontline: “Getting frontline employees to drive real performance transformation”
- Co-facilitator LEI conference 2016, Delphi: Coaching practical problem solving

Mentoring

- Mentored a GKN Continuous Improvement Leader through her PhD in Lean and Environment, awarded in 2014.

Academic publications

- Member of Efficient Consumer Response Group: Researched and value stream mapped the data synchronisation process across FMCG partners (UK supermarkets – Iceland, J Sainsbury, Tesco and suppliers). Delivered a blue book on data synchronisation published Dec 2004.
- ZOKAEI, K.; MARTINEZ, F.; VAZQUEZ, D.; EVANS, B.; SARMADI, K.; PEATTIE, K.; PAMPANELLI, A.; HINES, P.; TRIVEDI, N. Best Practice Tools and Techniques for Carbon Reduction and Climate Change: Lean and Green Report. Lean Enterprise Research Centre, Cardiff University, p. 12-92, 2010.
- *The Green Factory: Creating Lean and Sustainable Manufacturing (Pampanelli, Trivedi and Found. 2016)*
A seminal book on combining Lean employee involvement and innovation techniques with environmental compliance. The book demonstrates how to significantly reduce environmental impact whilst gaining direct financial benefits through integrating Lean and Green techniques.