



ANIRUDHA (ANI) KHANDEKAR

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- 24 year experience across multiple sectors
- Worked with Public, Private sectors and Private Equity firms
- Global experience in service and manufacturing sectors – USA, India, UK, China, Thailand

WORK EXPERIENCE

 **Founder | Business Process Consultant**
ARROWHEAD Consulting | Aug 2020 –

Projects executed using Lean Six-Sigma concepts for bottom-line impact, reducing lead times, improving cash flow, improving QA and QC metrics, enhancing C-SAT, E-SAT, reducing DSO.

- Value stream mapping sessions
- Kaizen events
- 7 QC Tools
- 8 lean wastes | 5S | Poka Yoke | Lean Supermarkets
- TPM | TQM
- Kaizen | Kaikaku events

Training & Certification

- Trained and certified more than 750 delegates in TPM, TQM, QA and Lean Six Sigma Certification for White/Yellow/Green/Black Belt levels
- Customized programs in Lean, Six Sigma, TPS, TQM, TPM, 5S, 7 QC Tools, Quality Control, Value Stream Mapping, Kaizen

 **BU Head (2012-2017)**
Sr VP -Business Transformation (2017-2020)
CMS IT Services Pvt. Ltd. | 2012 – 2020

- **Process/Operations optimization** using Lean, Six Sigma and Agile across BU and Entire org – sales, delivery, HR, Finance groups.
- **Improvement in Cash flow by > 60%** Using classis LEAN concepts we reduced DSO from 150 days to 90 days. This has improved overall cash flow to tune of ₹100M per month with reducing borrowing costs.
- **Lean fundamentals in HR and L&D functions:** employee analysis, internal training, up-skilling and rotation of employees as per customer demand. Trained > 1000 employees in last 36 months avoiding external hires which resulted in > ₹75M cost savings in 24 months.

 **Sr. General Manager – Digital Business**
Repro India Ltd. | 2010 - 2012

- **Formed global strategic print alliance** using voice-of-customer concepts across USA, UK, Spain, Philippines providing major value-add to international publishers.
- **Transformed** print-on-demand business with LSS fundamentals of 0 inventory; JIT; Work-cell structures, 0 FG inventory
- Created India's first **one-book-per order** digital business that led to helping Amazon India's book biz model.

 **Global Lean Six Sigma Black-Belt Manager**
OMNOVA Solutions Inc. | 2001 - 2010

- Led **LSS program** across 3 countries (USA, Thailand, China); aimed at quality process standardization, operational cost reductions, establishing online data tracking, productivity improvements and training/mentoring Green/Black-Belts.
- **COQ** improvement in different product lines reducing production costs by USD \$6M per year.

ACADEMIC QUALS

- 📄 Lean Six Sigma **Master Black Belt**, USA, 2008
- 📄 Lean Six Sigma **Black Belt**, USA, 2006
- 📄 Lean Six Sigma **Green Belt**, USA, 2001
- 📄 Master of Science, 2001
- 📄 *Western Michigan University, USA, GPA 4.00*
- 📄 Bachelor of Engineering, 1998
- 📄 *University of Pune, India, 84.33%*

HONORS

- Senior Advisory Committee Member for M.S. & Ph.D. programs at Western Michigan University, USA 2001-2010
- Industry Advisory Committee Member and External Examiner for M.E. Degree, University of Pune, India – 2010 to date
- World-wide Corporate Technology Award at OMNOVA Solutions Inc. for Innovative Cost and Carbon footprint Reduction 2005
- World-wide Research Award, Gravure Association of America, USA (topic: reducing solvent ink consumption)
- Graduate and Research Scholarship Award at Western Michigan University, USA 2000

KEY SKILLS

- Business Process Optimization & Standardization
- Cost Reductions using Lean concepts
- Business Transformation, Strategy implementation
- Data Management and Analytics
- QFD, Agile Methodologies
- Kaizen and Kaikaku Events
- Value Stream Mapping
- Design of Experiments
- Training and certification – Lean Six Sigma Levels and general management skills needed for Green/Black Belt levels
- Project Management across multiple geographies/cultures