

# Andrey Lapin

Performance Manager | Operational Excellence Manager

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Date of Birth: 10.03.1982  
Marital Status: married  
Languages: English (Intermediate)  
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## Experience

### 05.2007 – date: **SERVIER Group of Companies, Serdix LLC**

Pharmaceutical production site of the Servier Group of Companies (France) located in the central part of the New Moscow down the Kaluga direction. Full manufacturing of solid forms is performed at the Site.

#### ➤ *04.2016–date – Performance Leader*

- Managing the Site's KPIs;
- Tracking the Departments' KPIs and projects;
- Regular reporting to the Head Office on the Site's achieved results;
- Adapting and implementing on Site the Best Practices from the other Plants of the Group of Companies;
- Functional management of the Performance Coordinators Team;
- Support and control over the observance of operational excellence methodology;
- Develop short-term and long-term Business Improvement Plans:
  - Site's current condition analysis ("as is" maps);
  - Prioritizing on implementation areas and tools;
  - ROI study;
  - Leading cross-functional projects;
  - Measuring, monitoring and communicating the realization effect.
- Developing LEAN manufacturing:
  - Assessment of the achieved level of LEAN tools implementation;
  - Leading implementations in different areas;
  - Coaching in LEAN tools implementation.
- Deliver training for colleagues on the tools of lean manufacturing and continuous improvement;
- Budgeting the department's expenses.

#### ➤ *04.2013–04.2016 – Performance expert*

- Leading the projects aimed at processes optimization and cost reduction;
- Implementing the LEAN culture at the Site;
- Adapting the LEAN tools according to the business needs;
- Conducting "White belt" four-hour training sessions (basic performance training);

#### ➤ *04.2012–03.2013 – Performance coordinator*

- Supporting Project Leaders in the implementation of LEAN tools (5S, VM, KANBAN);
- Regular review of Departments for the compliance with the achieved LEAN level.

#### ➤ *04.2010–03.2012 – IT Engineer*

- Managing the Company's infrastructure;
- Information system maintenance and monitoring;
- Installation, adjustment and modernization of the process equipment;
- Developing and updating the documentation;
- Interaction with the Departments on users satisfaction with the IS;
- Participating in projects on new Information Systems implementation;
- Developing training materials and conducting IS users training;
- Budgets drawing up and control (both investment and operational);
- Participating in the IT Performance events development and activities; optimization of services supports costs, implementation of up-to-date hardware and communication means.

- *05.2007–03.2010 – Computer networks and office equipment Specialist*
  - Support and management of automation systems, video surveillance & access control system;
  - Support and management of the Alcatel Enterprise (R7.1) exchange station;
  - Users' software & hardware troubleshooting;
  - Maintenance support of the computers and office equipment;
  - Providing informational and technical support for users;
  - Developing preventive measures on end users operation efficiency;
  - Negotiating with hardware and services suppliers, tendering out and purchasing;
  - Working with sub-contractors;

### **09.2003 – 05.2007 – Stels LLC Group of Companies**

Privately held, smooth-growing Russian goods-and-services Company. Business profile: sales and mounting of KALEVA vinyl windows, entrance and interior doors, stretched ceilings, heat-insulated floors, air conditioning units, construction-and-repair works. The Company is located in Penza.

- *09.2003–10.2005 – LAN Administrator /IT Specialist*
  - Providing informational and technical support for users;
  - Managing the informational infrastructure of the Company;
  - Providing computer and office equipment maintenance support;
  - Created a peer-assisted network of the “star” type for the office, using wire and wireless connections;
  - Configured a radio channel to ensure connection between the head office and the utilities building at a distance of 1000 m.
- *10.2005–05.2007 – Head of the repair-and-construction department*
  - Took the lead of a newly-created activity within the Company;
  - Employed 6 teams completed with 35 skilled workers, signed seasonal contracts with 4 teams;
  - 3 government contracts fulfilled on buildings reconstruction (kinder garden, Culture Center, Town hall);
  - A 3-storeyed shopping center 1500 sq. m. built and put into operation.

## Education

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- *General*
  - 2009 – “Specialist” non-commercial educational center at Bauman Moscow State Technical University  
Qualification: Administration and support of Operational Systems
  - 2004 – Penza State University  
Qualification: Computers, systems and networks  
Graduation work: Inventory management. Creating an Inventory Accounting Software
- *Additional*
  - 06.2016 — “YES” Foreign Languages Center: High Intermediate - certificate;
  - 03.2014 — POSITIS / SM Conseil: Soft skills (Paris, France)
  - 03.2014 — Internal corporate training for coaches: “White Belt” program (Paris, France);
  - 09.2013 — Value Added Consulting LLC: Project defense at the “Green Belt” program - certificate;
  - 01.2013 — Value Added Consulting LLC: “Green Belt” training;
  - 11.2012 — “Lean Management School” Autonomous Non-Commercial Educational Organization. 5S system: a way to work standardization and new quality of workplaces. Company level
  - 04.2012 — LEAN tools;
  - 04.2011 — ITIL v3 Operational Support and Analysis - certificate;
  - 06.2010 — ITIL v3 Foundation - certificate;
  - 02.2010 — “YES” Foreign Languages Center: Intermediate - certificate;
  - 09.2009 — Alcatel-Lucent LLC: Administration of the exchange station Alcatel-Lucent OmniPCX Enterprise R9.0 - certificate;
  - 07.2009 — ConsultantPlus | PROF Technology;
  - 03.2009 — “BKC-International House” Language school: Pre-Intermediate;
  - 08.2008 - 03.2009 — Microsoft Training on the support of infrastructure, operational server units and client environment;
  - 04.2008 — Good Manufacturing Practice. Basic GMP terms. Record keeping

## Technical skills and competencies

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Higher IT education and seven-year experience in IT developed strong technical skills and allowed to become an IT expert:

- Expert knowledge of Microsoft Office 2007/2010/2013 products;
- Advanced user of Operational Systems MS Windows Server 2008/2012, Windows 7/8/10;
- Programming and representation languages proficiency: VBA, Visual C++, HTML;
- Knowledge of specific programs and systems: TAC VISTA (BMS), Readwin 2000, ChemStation, APTCom, DataKrat, TaxCom;
- Confident administration of office equipment: HP lines nc/dx/dc, Depo, Dell, MΦY Xerox, Tandberg videoconference and Server equipment: HP Proliant DL, HP MSL, PBX Alcatel OmniPCX

## Continues Improvement skills

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Being a certified expert ("Green Belt") at LEAN 6 SIGMA at the international level, I am fluent in my operational activities at:

- approach: DMAIC, PDCA;
- 6 SIGMA tools: Process Mapping, SIPOC, CTQ, Process capability, Control Chart, Pareto, Cause & Effect, 5Whys, Brainstorming, FMEA, ROI.
- LEAN tools: 5S, Visual Management, KAIZEN, GEMBA, SMED, Just In Time, Value Stream Mapping, Suggestion System, OEE, OPE, KANBAN, Standard Work, MUDA.

All the above approaches and tools are practically used me for goals achievement and were successfully applied at the implementation of the following projects:

- ✓ Decrease Technical Down Times on the blister line;
- ✓ Optimize production process –«weighting» stage (decrease lead time);
- ✓ Decrease water consumption;
- ✓ Decrease change over time;
- ✓ Decrease energy consumption;
- ✓ Optimize Declaration and Certification process.

## Personality



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- Advanced leadership skills coupled with excellent communication skills;
- High level of responsibility and self-management;
- System thinking, analytical mind-set, contributing to fast learning ability;
- Stress-resistant, initiative, energetic; creative thinker;
- Abstain from alcohol and smoking.

# LEAN 6 SIGMA Projects portfolio

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## 6SIGMA projects:

- **Reduction of technical downtime at packaging line**   
*Project Leader.* Project was implemented within the LEAN 6Sigma training and Green Belt qualification. Training was conducted by a third party company *Value Added* and took place in France. In the Project, the DMAIC approach was used with the complete range of its tools. Project goal: reduction of losses causing efficiency and productivity decrease. As a result, the efficiency of packaging line was increased by 3.1%, so we avoided overtime hours.
- **Production process optimization – “weighing” stage**  
*Project Leader.* Weighing is one of the first stages in the process of medicines manufacturing as well as the most critical one. Besides, it’s manual work. The Project was aimed at simplification of weighing, process acceleration, and ensuring labor safety and quality. As a result, product lead time was reduced by 1 day for every batch.
- **Reduction of purified water consumption**  
*Project Leader.* As part of the product prime cost reduction, a specific project was launched. The project aimed at the reduced consumption of purified water used for the equipment cleaning. The PDCA approach is used for the Project. Economic benefits were achieved: over 1 M RUR within a short time; significant contribution is done to the environmental protection and nature resources (more than 500m<sup>3</sup> of water resources).
- **Reduction of the equipment changeover time**   
*Mentor.* Three sub-projects with different project teams were consolidated into one project. The teams’ purpose was to reduce changeover time at critical units of equipment (packaging lines and tablet presses). The combined success of the projects was eliminated overtime hours and production plans fulfillment in due time and in full.

## LEAN projects

Within the 2 years, as part of the introduction and implementation of the Performance Culture on Site, the LEAN tools were introduced via projects. Projects implementation was supplemented by the “White belt” training.

- **Suggestion System**  
One of the large-scale LEAN projects which involved nearly all the Departments of the Site. Inspiring result of the introduced system were more than 250 implemented suggestions aimed at product prime cost reduction, quality improvement, records-keeping and processes simplification, security and labor safety. From year to year, the system ramps up supported by the internal performance coordinators team.
- **Implementation of the OEE tool**  
A culture of efficiency assessment is created based on the general method of equipment efficiency evaluation. A software is developed locally for data collection and production situation analysis. All key Departments (Production, Utilities, Quality Management) are involved into data analysis – daily and weekly (operational and inter-department meetings), to make proper decisions on the production efficiency.
- **Value Stream mapping**  
As the sales of strategically important product rapidly grow, we faced an urgent need to track control points along the whole process: from order receipt to shipment; to reveal opportunities and create a plan on manufacturing time reduction.
- **5S**  
The tool is introduced in 9 Departments which stepped into “continuous improvement” state. Phased introduction embraced all the activities of the Company: from the production Site to the office.
- **Visual Management**  
Visual management is implemented in the form of a visual board in the 7 Departments most important for business. Weekly meetings are introduced for the purpose of higher efficiency of the Departments. Besides, the visual management tool is used daily for process improvement.
- **KANBAN**  
With the KANBAN tool, a flow was created for production consumables order and use. This contributed to stocks reduction.