

NIKHIL PAL

OPERATIONAL EXCELLENCE · EXTERNAL MANUFACTURING · REGULATED INDUSTRIES

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SUMMARY

Operational excellence leader with 16 years across pharmaceutical, biotech and electronics manufacturing in India, Malaysia, Singapore and Canada. Currently lead Business Excellence across Roche External Manufacturing and a global network of 180+ contract manufacturing partners, where results are delivered through governance and performance systems rather than direct authority. Builds Lean operating systems, partner performance governance and digital enablement in GxP-regulated environments. Operating principle: standardize and optimize the process before automating it.

CORE COMPETENCIES

Operating Systems: Lean management systems, Lean Six Sigma, DMAIC, A3, Kaizen, value stream mapping, daily management, leader standard work, SQDEC tiered management, standard work, 5S

External Manufacturing: CDMO performance governance, partner scorecards, operating reviews, supplier performance, risk escalation, manufacturing and service agreements, technical transfer PMO

Quality, Risk and Supply Chain: GxP-regulated operations, root cause analysis, FMEA, CAPA, deviation investigation, quality culture programs, OTIF, inventory reduction, pull replenishment, warehouse and 3PL optimization, capacity planning

Digital and Analytics: Tableau Cloud, Power BI, Minitab, Monday.com, Airtable, Smartsheet, n8n, MES, IoT, predictive analytics, KPI dashboards, workflow automation, AI-supported root cause analysis

Leadership: Matrix leadership, portfolio governance, value realization, business cases, change management, Prosci, capability building

EXPERIENCE

Principal Business Excellence Manager, External Manufacturing

Apr 2023 – Present

Hoffmann-La Roche Ltd. · Mississauga, ON, Canada

Lead operational excellence across Roche External Manufacturing and a global network of 180+ contract manufacturing partners, connecting Quality, Supply Chain, Technical Operations, Procurement and Finance across organizations outside Roche's direct authority.

- Built and govern a CHF 52M+ cost-of-inefficiency opportunity pipeline identified across External Manufacturing, including approximately CHF 11M in supply chain optimization and CHF 5M in partner Lean opportunities, each with named owners, financial logic and milestones
- Delivered CHF 400K+ in hard savings through workflow standardization, process redesign and automation
- Redesigned the external artwork management process across ALPIN and WebCenter for a commercial biologic, reaching zero stockouts, zero backlog and zero write-offs in the tracked process after implementation
- Designed partner performance governance across the 180+ partner network: supplier KPIs, scorecards, operating reviews, risk escalation and corrective-action tracking that convert partner issues into decisions, owners and recovery dates
- Shaped digital SQDEC and tiered management routines, moved performance reporting to Tableau Cloud, built CDMO performance databases and dashboards, and led PMO for technical transfer
- Coach cross-functional teams in root cause analysis, A3 and Lean Six Sigma as a designated RCA mentor

Senior Continuous Improvement Manager

Jul 2021 – Apr 2023

Thermo Fisher Scientific, BioProduction Division · Singapore

- Led site-wide continuous improvement through a rapid biologics scale-up, deploying the PPI Business System with a team of continuous improvement and supply chain analysts; raised site productivity from approximately 40 percent to over 90 percent in roughly 8 months

- Improved OTIF by approximately 40 percent and reduced inventory by approximately 60 percent through end-to-end flow redesign and pull-based replenishment
- Led warehouse and 3PL optimization generating approximately USD 95K per month in expense savings, alongside USD 230K+ in annual hard savings from smart manufacturing initiatives
- Reduced downtime by 30 percent and improved cycle time by 25 percent across targeted production processes
- Led the site-wide Quality Begins with Me program, embedding quality ownership into frontline and leadership routines; certified 8 employees to Six Sigma Green Belt

Plant Lean Six Sigma Manager and Factory of the Future Leader

Aug 2015 – Jul 2021

Jabil Inc. · Singapore

- Managed the operational excellence function for two Singapore sites with a team of five continuous improvement specialists, across build-to-order, configure-to-order and engineer-to-order electronics manufacturing
- Converted 15 complex manufacturing cells from batch production to single-piece flow, reducing WIP by 92 percent
- Improved OEE from 32 percent to 56 percent and throughput by approximately 60 percent between 2015 and 2021 through loss analysis, standard work, flow redesign and bottleneck removal
- Led 54+ Kaizen events and 32 major Lean Six Sigma initiatives generating USD 900K+ in annual savings
- Built and executed smart factory roadmaps using the SIRI digital maturity framework, connecting Lean foundations with IoT, MES, automation and predictive analytics
- Led the Behaviour Based Quality program, moving quality from inspection thinking to observable behaviors embedded in leader standard work and daily management
- Developed 300+ employees through Lean Six Sigma training and coaching; 50+ formally certified across Green Belt and Black Belt pathways

Senior Industrial Engineer

Mar 2010 – Aug 2015

Jabil Inc. · India and Malaysia

- Reduced cycle time by approximately 15 percent through MOST implementation and SIMO motion analysis in assembly operations
- Improved throughput by approximately 20 percent through work cell redesign, line balancing and flow optimization, and built an overall labor efficiency tracking system for roughly 3,000 technicians

EDUCATION

PhD Candidate, Management Sciences and Engineering

In Progress

University of Waterloo, Canada · Data-driven operational excellence in regulated manufacturing

Master of Business Administration, Manufacturing Management

2016

Birla Institute of Technology and Science (BITS Pilani), India

Bachelor of Engineering, Mechanical Engineering

2009

Dr. Babasaheb Ambedkar Marathwada University, India

CERTIFICATIONS

Lean Six Sigma Master Black Belt Program, Villanova University · ASQ Certified Six Sigma Black Belt (CSSBB) · Project Management Professional (PMP), PMI · Prosci Change Management Practitioner · Certified ScrumMaster (CSM) · Industry 4.0, TUV SUD · Shingo Institute member

PUBLICATIONS, SPEAKING AND RECOGNITION

Books: AI-Powered Lean Six Sigma: Transforming Smart Manufacturing for the Next Decade; Business Process Improvement in the Age of AI

Editorial and Industry: Reviewer, International Journal of Lean Six Sigma; jury member, World OPEX Awards 2026; PEX Network Top 50 Business Transformation Leaders; IEEE Senior Member; published in Process Excellence Network, IndustryWeek and TechBullion

Speaking and Teaching: ISPE Canada 2026; ASQ Toronto 2026 on AI-powered root cause analysis; ISPE Pharma 4.0, Berlin, December 2026; part-time faculty, Conestoga College, 2023 to 2024

Work Authorization: Canadian Permanent Resident, Mississauga, Ontario. No sponsorship or relocation required for Canada-based roles. Available for international travel.