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Global Business Excellence

Driving Lean Breakthroughs Across Operations • Supply Chain • Office Functions

Steering Organizations Toward a Competitive Advantage

Delivering Sustainable Lean Strategies for Continuous Growth

Executive Profile / About

Global Business Excellence & Lean Transformation Executive

- Accomplished senior leader with a proven record of driving large-scale business excellence transformations across advanced and emerging technology industries worldwide.
- Combines an entrepreneurial mindset with a relentless pursuit of operational excellence, delivering **unparalleled results by doubling the good and halving the bad** through innovative Lean strategies and technology integration.
- Recognized for strategic acumen, exceptional leadership, and the ability to inspire high-performing, cross-functional teams.
- Builds trusted relationships with stakeholders at all levels, aligning global initiatives with business priorities, fostering innovation, and delivering measurable performance improvements.
- Expert in uniting diverse perspectives, embedding best practices, and translating strategy into operational success.
- Skilled in business planning, KPI design, and end-to-end Lean architecture—from conceptual layouts to full-scale plant transformation.
- Proven success in Operations, Supply Chain, Warehousing, and Office Functions, with a strong track record of identifying kaizen opportunities to accelerate commercial growth and strengthen competitive advantage.

Executive Assets and Key Competency

Key Personal Attributes

- **Strategic and Results-Driven** — Proven global business excellence leader with a strong track record in driving operational efficiency, financial performance, and enterprise-wide transformation across industrial and manufacturing sectors, including EMS, system integration, and semiconductors.
- **Global Leadership & Collaboration** — Experienced in fostering teamwork and building trusted relationships with stakeholders at all levels, successfully leading cross-functional, multi-regional teams in complex, highly regulated environments.
- **Transformational Expertise** — Skilled in applying “Kaizen to Business Needs” (KTBN) methodology to analyse P&L performance, drive site leadership engagement, and deliver sustainable operational breakthroughs.
- **Operational Excellence Architect** — Designed and developed model business units/sites/buildings to enhance Quality, Cost, and Delivery (QCD), ensuring alignment with corporate strategy and long-term growth objectives.
- **Change Leadership in Complex Structures** — Adept at leading in large-scale matrix organizations, prioritizing strategic initiatives, and guiding organizations through significant change while maintaining focus on core KPIs.
- **Lean & Kaizen Mastery** — Subject Matter Expert in value stream mapping (VSM), end-to-end business processes, and kaizen tool deployment. Developed and led supplier kaizen initiatives to strengthen supply chain performance.
- **Technical and Business Acumen** — Combines deep technical knowledge with commercial insight, enabling effective engagement across functions and leadership levels.
- **Toyota-Influenced Excellence** — Trained and mentored by Toyota Shigijutsu Consultants, collaborating for over 14 years to design, lead, and facilitate high-impact kaizen workshops worldwide

Management and Leadership

Lean Strategies & Solutions
People & Talent Development
Capital & Operating Budgeting
Change Management
Relationship Building & Partnership
Cross Culture Collaborations

Strategics Vision & Growth Planning
Operations & Project Managements
Building & Leading Global Team
Strategic Cost Reduction & Risk Mitigations
Technology Savvy – MRP/SAP
Industry 4.0 & Smart Factory

Education & Certifications

Bachelor of Applied Science: Major in Analytical Chemistry and Minor in Management: University Science of Malaysia

Professional Certifications

- Lean Six Sigma Black Belt: Solectron/Flex
- Six Sigma Green Belt : Solectron/Flex
- Working with **Shingijutsu Global Consulting** Consultant > 14 years

Performance Profile: Professional Experience and Key Achievements

Strategic and Operational Performance and Leadership Impact in Flex China

- Drive leadership and enterprise transformation using Kaizen to Business Needs (KTBN : from **P&L analysis**) methodology
Known as North China Gold Factory
 - Suzhou (Suhong & Suqian) Model Factory Transformation (Medical/ Consumer/Automotive/System Integration business segments) with 62 members
 - WuZhong Model Factory Transformation (Automotive/Computing/ /Consumers/ System Integration business segments) with 86 members
- Lead Flex Penang Campus with lean strategies and transformation to be known as **Global Benchmark site**
 - Penang site with 5 buildings and total HC 12K
 - Complete transformation all business segments (Infrastructure/Consumer/ Automotive/System Integration business segments) within 2.5 years with 98 members
 - Implemented relevant strategies and lean application from Toyota Production System with right collaboration and transformation plant wide
 - Penang won First Price as “Grand Champion Kaizen Competition”
- UCAP Singapore: Directed and strategies to Implemented Design Flow Technology (DFT) lines with Machines/Tools > 1.5Tons on wheels to facilitate mix model moving line production (Semiconductor manufacturing machine system integration)
 - Takt time has been synchronized with feeder line setup to facilitate good mix model manufacturing (productivity improved by 50%)
 - Perfect space optimization with moving line production to support customers gyrations.
 - Established material replenishment based on consumption to create clean manufacturing line
- Flex Penang: Elevated company success by cultivating office kaizen initiatives plantwide back-office process improvement.
 - Fully engaging Program Management/ Material Planner and Buyers/ IT / Finance and supporting group to work together to develop cross functional VSM (Office Process Automation Champion)
 - Eliminate duplication work and drive office process automation

Significant Contribution

Suzhou: Hard Saving **USD 432K**

- Crew reduction 20%
- Space Saving 18%
- WIP Reduction 27%
- OEE Improvement 46 %

WuZhong: Hard Saving **USD 1.117M**

- Crew Reduction 15%
- Raw Material In Reduction 23%
- OEE Improvement 31%
- WIP Reduction 44%
- Warehouse LT reduction 13 Hours
- Space Saving 11%

Significant Contribution

Penang: Hard Saving **USD 2.72M**

- Crew reduction 28%
- Space Saving 24%
- WIP Reduction 37
- MFG LT reduction 36 %
- OEE Improvement 28%
- Ware Optimization 30%
- Raw Material Inv Reduction 26%
- Material LT reduction 27%

Significant Contribution

Singapore: Hard Saving **USD 1.8M**

- Productivity Improvement 45%
- Space Saving 46%
- WIP Reduction 48%
- MFG LT reduction 27%

Back Office Process Benefits n

- Penang
- Process LT reduction 28%
 - Rework Information reduced 80%
 - Accuracy improvement 25%
 - Report process reduction 45%
 - Office productivity improvement 30%
 - Automation Improvement ~ 30%

Professional Experience and key Achievements

Head Of Department (HOD), Operations Excellence

Linxens Singapore Pte. Ltd.: June 2023 – Nov 2023

Linxens Singapore Pte. Ltd. was founded in 2003. The Company's line of business includes the manufacturing of electronic components such as antennas, switches, and waveguides.

Hand selected for this strategic leadership role with responsibilities

- Leading initiatives site lean transformation plant side. Establishing basic standard to improved current manufacturing standard (5S / Standard work), Pull Production and established material management plantwide.
- Fully empowered to develop site resources to engaged in lean transformation by leading them, and train site lean leaders to master lean methodology to take leadership to drive process improvement and engineering breakthrough
- Driving manufacturing, engineering, and purchasing to develop plant wide cost saving project with detail to achieved EU\$1.2M for 2024 as hard saving.
- Fully empowered to develop I4.0 & Smart Factory with site resources
- Asia leader to support Global team to define manufacturing standards and develop training material for worldwide training.

Achievement Snapshot

Establishes wafer supermarket with 3 Tei Concept (Fixed Location/Fixed Quantity/Fixed Part#)

Conducted Internal Kaizen Workshop to drive OEE & Yield Improvement

OEE: DA Improved 27% & Wire Bond Improved 18%

Yield: DA Improved 15% & Wire Bond improved 11%

Senior Director Business Excellence

Ultra Clean Asia Pacific Pte Ltd, Singapore: August 2017 – April 2023)

Ultra Clean Technology was founded in 2008. The company's line is a leading developer and provider of critical subsystems, components and parts, and ultra-high purity cleaning and analytical services, primarily for the semiconductor industry.

Selected to lead Global Business Excellence team, mainly focusing in Singapore. This highly strategic role with highly focus to support Singapore with revenue ramp 100%. Responsible to establishes good material flow to support high demand from customer and initiate Design Flow Technology (Pull Manufacturing with Continuous Flow). Built high-performance culture within Manufacturing /Warehouse/ Supply Chain and procurement functions to ensure to success of this initiative. This approached and strategies aligned with customer needs and meeting performance criteria within each market segment.

Leadership Impacts

Productivity Improvement 27% | Revenue Increase 2X | OTD achieved > 98.5% | Cost Avoidance > USD 1.3M

Manufacturing LT reduction by 38% | Warehouse meeting supermarket concept 100% | Kitting Process improvement 130%

Material downtime reduced by 65% | Same initiative was deployed to all customers in Singapore /Shanghai / Chandler Arizona / Czech Liberec.

- Driving Global Lean transformation UCT worldwide, (Singapore/Shanghai/USA/Europe).
- Leading initiative to drive DFT manufacturing worldwide as business required. Mainly focusing in Chandler & Czech (Big Tools manufacturing site)
- Establish good relationship with customer (LAM/ASM/AMAT) by demonstrating positive results from end-to-end established business solutions.
- Led lean transformation program by conducting lean training worldwide, driving waste reduction (manufacturing & warehouse), and introducing pull manufacturing in each site. (Online / Gemba)
- Lead lean trainer to train worldwide lean resources to master lean tools and provide hands on training in Gemba (by getting hand dirty) to drive process improvements and productivity.
- Elevated company success by cultivating Best Practices deployment in each site to drive worldwide common process standardization and set benchmark for next level improvements.
- Established in house warehouse and CEVA external warehouse to meet pull production and business need.
- Identify and develop in-house talent, build a robust talent pipeline, and facilitate Lean 6 Sigma certification.

Director CoE (Center of Excellence) Europe: Global Business Excellence

Flextronics Technology (Penang) Sdn. Bhd.: August 2015 – April 2017)

Flex Ltd.^[2] (previously known as Flextronics International Ltd. or Flextronics) is an American headquartered multinational diversified manufacturing company. It is the third^[3] largest global electronics manufacturing services (EMS), original design manufacturer (ODM) company.

Manage Business Excellence across multiple sites in Europe by working closely with Site VP's. Key focus to reduce variation in business processes across sites by creating consistent capability through kaizen and sharing the best practices to applicable sites.

- Analysis of site P&L and in-depth focus on specific business accounts to drive productivity improvement to improve site operating profit through **engineering breakthroughs** and **lean initiatives**
- Drive leadership and enterprise transformation using Kaizen to Business Needs (KTBN) methodology
- Developed Model Business Units / Sites / Building to improve Quality, Productivity & Flexibility (QCD) to align with business direction and future growth. Mainly focusing on Medical/ Consumer/Automotive/ Mobile/ System Integration business segments
- Developed strategic Suppliers through provide Lean Consulting
- Identify and develop in-house talent, build a robust talent pipeline, and facilitate Lean 6 Sigma certification

Significant Leadership Impacts

Team lead: Staff and team: 25 | Total Hard saving (Eu) USD 1.7M/Year | Cost Avoidance > USD 0.81M/Year
Sarvar Hungary 1st Runners UP in Global Lean Competition

Director Global Business Excellence China

Flextronics Technology (Penang) Sdn. Bhd.: August 2011 – April 2015)

- Assigned as main leader to transform 3 key high revenue sites in Suzhou. Executed > 100 plus kaizen events in 3 key sites (Suhong / Suqian / Wuzhong). Successfully convert them as **Flex benchmark sites in North China (Known as North China Gold Factory)** Mainly focusing on Medical/Consumer/ Mobile/Automotive/System Integration business segments
- Identify and develop in-house talent, build a robust talent pipeline, and facilitate Lean 6 Sigma certification
- Established good sustenance process with poka-yoke approach.

Significant Leadership Impacts

Team lead: Staff and team: 67 | Executed >100 Kaizen events | Total Hard Saving USD 1.5M | Cost Avoidance > USD 2.1M/Year
Operations Profit Improved by 45% | Inventory Turns improved 35%
Won best Supplier award from Teradyne

Other Past Roles

- Flex : Global Business Excellence : Kaizen promotion Office (Jun 2008 – Aug 2011)
 - Developed and Managed a Leading Online Lean Six Sigma Certification Program: Established global criteria and certification standards to ensure comprehensive, high-quality training and compliance with international requirements.
 - Led and Enhanced Lean Training Materials: Developed and refined instructional content while training new facilitators to ensure effective delivery of Lean principles
 - Participated in Kaizen Workshops Across Asia (Malaysia, Singapore, Indonesia, China): Collaborated closely with Shigijutsu Lean Consultants to implement and optimize Lean practices.
 - Organized a Global Lean Competition for Flex: Coordinated and executed a worldwide Lean competition to drive innovation and best practices across the organization
- Flex : Site Campus Lead (Business Excellence) (Sept 2004 – Jun 2008)
 - Achieved a Major Milestone by Establishing the First Lean Benchmark Factory at Flex. Successfully qualified the Penang site as the **Grand Champion in the Global Lean Competition 2005**.
 - Executed over 20 external and 200 internal Kaizen workshops campus-wide**: Led these initiatives to establish the first Lean Benchmark Factory
 - Established the First "Moonshine Shop" in Flex Asia. Created and designed workstations and essential facilities to accelerate Lean transformation on-site, enhancing process efficiency.
 - Directed Lean Education by Actively Engaging in the Gemba**: Applied Lean methodologies hands-on to enhance productivity and achieve cost savings.
- Flex : Senior Manager (Manufacturing) (2006 – 2011)
- Flex : Engineering Manager (2000 – 2006)
- Flex : Senior Engineer (1998 – 2000)
- Flex : Process Engineer (1995 – 1998)