

Resume

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Brief Summary: 自我概述

- 在半导体行业，有 7 年的设备工程和生产管理经验；
在汽车制造业，有 12 年以上的营运管理工作经历；
在非标自动化行业，有 2 年民营企业的营运管理工作经历。
- 诚实守信，以身作则。
- 保持学习的精神和状态，而提升自我与团队。
- 热心于公益，真心想为需要帮助的群体尽力，并对周围的人产生影响。

Public service volunteer experience/公益志愿者经历:

- ✓ July2019, 参加乐助慈善基金会的“中国公益地图”项目，在内蒙古鄂温克旗热敏民族小学捐助图书，帮学校建立图书室；走访贫困家庭，捐赠物资等。
- ✓ Mar2020, 参加苏州工业园区志愿者协会，参加社区防疫活动。
- ✓ Apr2020, 参加社区垃圾分类宣传活动。
- ✓ Apr2020, 参加星海中学志愿者，至今每周一，二，三早上护卫学生上学。

Working experience/工作经历:

- **Nov2017 – Dec 2019**
Suzhou DRlink Automation Technology Co, LTD.
苏州德睿联自动化科技有限公司

⇒ Nov2017-Dec 2019 **Operation Director 运营总监**
 Sub-coordinators: above 120.
 Report to: GM of DRlink
 Responsibility: In charge of Production, Quality, Logistical, Purchasing, Project and after-sales service.
 2017 年 11 月~2019 年 12 月，担任运营总监，负责管理生产，质量，物流，采购，项目和售后服务等。

Responsibility:

- ✓ Systematically analyzed the weakness of the operation and made the plan for improvements.
系统分析公司运营存在的问题，并建立改善计划。
- ✓ Defined the objectives of operation management, and KPIs of each department.
制定运营管理的目标，及各部门的目标。
- ✓ Improved the organization, clarified job description of each department, to guiding the responsibilities and the cooperation.
改善组织架构，明确各部门负责人的岗位描述，明确职责要求，指导各部门工作的方向和重点。

- ✓ Improve quality management, built up incoming quality monitoring, design quality monitoring and customer feedback monitoring, and push the improvement of each department.
改善质量管理体系，建立来料检验统计分析，设计质量问题统计分析，以及现场服务反馈的问题统计分析，并推进各部门的改善。
- ✓ In order to improve the design quality and machine quality, promoted the design standardization, assembly process standardization and final acceptance procedure.
为了改善设计和机台质量，推进设计标准化，组装工艺标准化和调试终验收流程。
- ✓ To improve the efficiency of whole supply chain, introduced the planning function for material planning and production planning. And developed new qualified suppliers, improved the management of suppliers.
为了改善供应链的运转能力，增加计划部门，建立物料计划和生产计划。并且发展新供应商，提高供应商管理。
- ✓ Improved the project management, emphasized the kickoff meeting, gate meeting, and focus on timeline/cost management. And improved service management by procedure, service plan and monitoring, customer satisfaction management.
提高项目管理要求，开展项目启动，节点回顾，并对项目进展进行跟踪管理。
同时改善售后管理，建立流程；推行客户现场工作计划管控，客户满意度管理。
- ✓ Leading the modular production model, improved the assembly standardization and efficiency by standard working instruction and checklist.
主导开展模组化生产模式，提高标准化，提高效率。
- ✓ Improved plant 6S with the implementation of 6S procedure, standard, training and monitoring.
通过建立 6S 流程，标准化，并培训，检查，来改善工厂 6S（整理，整顿，清扫，清洁，安全，素养）。
- ✓ Built the training procedure, prepare the training materials with team, and implementing the training for new employees.
建立培训流程，和团队编制培训教材，并具体开展培训工作。

Main Achievements:

- ✓ Improved the operation management system, and developed the team ability.
改善了公司的运营管理，并提升了团队的能力。
- ✓ Improved annual production value from 50M in 2017 to 100M in 2019.
提高了生产总值，从 2017 年的 5 千万到 2019 年的 1 亿。
- ✓ Improved the leadtime of machine manufacturing from 12weeks reduced to 9weeks.
缩短了设备的制造周期，从 12 周缩短到 9 周。
- ✓ Improved machine quality and reduced the after sales service cost.
设备出机质量得到提高，在客户端的表现得到提升，售后成本随之下降。

- **Dec2010 – Aug2017**
Kirchhoff Automotive (Suzhou) Co., Ltd. (WFOE of Germany)
奇昊汽车系统（苏州）有限公司

- ⇒ Dec2010-Aug2017 **Operation Director 运营总监**
(Promoted from Operation manager to Operation Director in July of 2013)
 Sub-coordinators: above 250.
 Report to: Managing Director
 Responsibility: In charge of EHS, Lean manufacturing, Production, Quality, Logistical, Manufacturing Engineering and Plant maintenance.
 2010 年 12 月~2017 年 8 月，担任公司运营总监，负责管理 EHS，精益生产，生产，质量，物流，制造工程和厂房设备维护等。

- Responsible to build systematic management according to rules, policy and standards, to ensure fully involvement for a safe, green, and healthy working environment.
根据安全生产，环境环保和职业健康的要求，法律法规及标准来建立系统的管理，确保全员参与并营造一个安全的，环保的，健康的工作环境。
- Managing and directing the flows of work, material and personnel, to optimize efficiency and minimize wastes, on a daily basis, to assist the company in the attainment of their established goals of quality, productivity and timely delivery.
管理并指导各项工作，物料，人员的管理流程，来提高效率减少浪费；时刻努力为公司达成质量，效率和交付的各项目标。
- Managing the plant by efficient planning for production, material, manpower and machine capacity, and well managing the maintenance to maximize facilities productivity, to fulfill customer demands and achieve on time delivery.
通过有效计划生产，物料，人员和设备产能，以及设备维护保养，来最大化的提升设备效率，工厂效率，并充分满足客户的需求。
- Managing the quality system, continuously improving the quality by systematic procedures, techniques, and quality assurance to not only meeting customer requirements, but also improving the quality cost at each process of value stream.
通过系统的流程，标准手法，和质量保证来管理质量系统，持续改善产品质量，以不断满足客户的要求，及在价值流的各个环节改善公司的质量成本。
- Well managing the supply chain to improve the inventory and support customer need. And ensure the FIFO and Kanban system are effective.
很好的管理供应链，既充分满足客户的需求，又优化降低库存。并保证有效的先进先出和看板管理。
- Managing all new investment, plant layout optimization, capacity analysis, manufacturing process control and improvement. Standardize the new products launching workflow, improve the efficiency and quality of launching activities by earlier involvement of plant, to satisfy customer and achieve the targets of new project.
管理工厂所有的新的投资，工厂布局优化，产能分析，制造工艺管控和改善；对新产品的导入流程做标准化，通过工厂的提前参与来提高新产品导入的效率和质量，满足客户要求，并达成新项目的指标。
- Actively contributing to manage lean production system, by all the tools, like 5S, TMP, shop floor management, observation circle and layered audits, implementing the value stream analysis/design in new projects launch process, develop the full involvement culture on continuous improvement, for waste reduction and cost improvement.
热衷于管理精益生产系统，利用各项工具，如：5S，TPM，现场管理，标准化，观察圈，分层审核，看板拉动；开展价值流分析设计，发展全员参与精益生产和持续改善的文化，来减少浪费，降低库存，优化成本。
- Managing department budgets and monitoring capital spending, manufacturing expenses and headcount optimization. Monitoring the production variances to ensure plant costs are acceptable.
管理各部门的预算并监督投资，人员，和制造费用支出。通过财务利润和差异来管控工厂成本，并保证在预算范围内。

- Responsible for the employees training and development, improve the communication and leadership behaviors, build and motivate the teamwork with strong ownership and self-responsibility.
负责员工培训和发展，提高团队的沟通和领导力行为，通过自我责任感和强烈的主人翁精神来营造，鼓励，提高团队合作。
- Supporting other JIT plants on EHS and quality system maintaining, Lean production system implementing, and manufacturing engineering of new projects launching.
还有其他的 JIT（重庆和沈阳）工厂，在 EHS，质量系统，精益生产和制造工程方面做统一管理。

Main Achievements:

- ✓ Built safety standard system with Suzhou Industry Park Safety Bureau for Kirchhoff Suzhou plant and got successfully certified.
和苏州工业园区安监局一起，给奇昊工厂建立了安全生产标准化系统，并得到国家认证。
- ✓ Built a strong operation team and always by promotion and coaching.
通过指导，提升，培养，建立了一个有力的团队。
- ✓ Got A-class supplier certified by SVW and FAW-VW, JLRQ certified by CJLR, excellent supplier awards from CMA and Geely-Volvo, etc
通过质量，供应链等的优异表现，得到上海大众，一汽大众 A 级供应商的认证，奇瑞捷豹路虎 JLRQ 的认证，并得到长安马自达，吉利沃尔沃优秀供应商的嘉奖。
- ✓ Rolled out Lean Manufacturing system, New Investment Workflow, New project launching workflow, and Best practice system.
在公司里成功推行了精益生产系统，新投资工作流程，新项目导入流程，和经验分享系统。
- ✓ Plant financial break-even was improved from 20M RMB to 13M (sales volume per month).
工厂的财务持平（利润平衡点）得到大幅度的改善，从每月销售 2 千万降到 1 千 3 百万。
- ✓ Built skilled team for sourcing and managing the stamping tool development in China for Kirchhoff global basis (Europe and NA), got cost saving more than 30M RMB in Yr2016.
建立了非常有能力的冲压模具团队，为奇昊欧洲和北美集团公司从中国购买制造优质的模具，从而节约成本，2016 年共节约 3 千万以上。

- **Dec2004 – Nov 2010**
SRG Global (Suzhou) Co., Ltd. (WFOE of USA)
饰而杰汽车制品（苏州）有限公司

⇒ Mar2006-Nov2010 **Operation Manager**
Sub-coordinators qty: above 220.
Report to: General Manager
Responsibility: In charge of Plant operations which includes molding, plating, assembly and painting processes; Responsible for EHS, quality, production, planning, manufacturing engineering and plant maintenance.
- 2006 年 3 月到 2010 年 11 月，担任公司运营经理，负责注塑、电镀、油漆，组装部门的计划、生产、制造工艺，质量管理，以及厂房设备部的管理。

⇒ Dec2004-Mar2006 **Plating Manager**
Sub-coordinators qty: 100.
Report to: General Manager
Responsibility: In charge of plating division operations which include safety, production, process, maintenance and quality control, and Capacity development.

- 2004/12~2006/03, 任电镀部门经理, 负责电镀部门运营, 发展, 及质量的管理工作.

Main Achievements:

- ✓ Successfully set up the plant from green field, installed facilities and plating equipment with USA support team.
和美国团队成功顺利的建立新厂, 引进设备, 安装调试。
- ✓ Successfully lead environmental approval process and got discharge permission for plant all facilities.
成功主导了工厂的环保审批过程, 并取得排污许可证。
- ✓ Built very capable team for plating operation, made successful, on-time Startup, PPAP and SOP.
建立了非常有能力的电镀运营团队, 并顺利的, 准时的开线, PPAP 客户认证, 以及正式投产。
- ✓ Integrated all workshops with different processes into one operation management system.
成功的把工厂各个部门(注塑, 电镀, 喷涂和组装)整合到一个运营管理团队, 一个运营管理系统。
- ✓ Set up manufacture engineering for all processes, improved the new projects launching, process control and scrap reduction.
建立了制造工程职能, 来改善各道工艺管控, 新产品导入, 和降低报废, 优化成本。
- ✓ Set up systematic equipment management and maintenance with system which integrated with MRP, improved the maintenance scheduling, TPM, history recording, and spare parts management.
建立了系统的设备管理和维护保养, 利用系统和 MRP 对接, 来改善设备保养的计划, TPM, 设备台帐, 和备品备件的管理。
- ✓ Got Q1 certified by Ford, and excellent supplier award by GM, etc.
得到了福特 QI 的认证, 及通用优秀供应商的嘉奖。

- **Jan1998-Nov2004**

Technic Semiconductor Engineering (Suzhou) Co., Ltd. (WFOE of Singapore)
苏州工业园区得力半导体有限公司

- ⇒ Feb2003-Nov2004 **Production & Quality Manager**

Sub-coordinators qty: 300

Report to: General Manager

Responsibility: In charge of Production management, Manufacture engineering, and Quality management, worked as a leader to develop the quality system, and new customer qualification.

- 第四阶段, 2003/03~2004/11, 任生产/质量经理, 负责生产, 设备, 生产工艺, 及质量的管理工作。

- ⇒ Dec2000-Feb2003 **Production Manager**

Responsibility: In charge of production management, facility & plating lines maintenance, process control, and make improvement.

- 第三阶段, 2000/12~2003/02, 任生产经理, 负责生产, 设备, 生产工艺的管理工作。

- ⇒ May1999-Dec2000 **Senior Service Engineer**

Responsibility: In charge of Plating equipment/line installation, programming, debugging, maintenance and customer training & service.

- 第二阶段, 1999/06~2000/11, 任高级设备工程师, 负责生产线准备, 安装工作, 培训客户及设备管理工作.

⇒ Jan1998-May1999 **Facility Supervisor**

Responsibility: In charge of the plant facility setup and management, such as Power supply system, water system, Air-con, generator, compressor, boiler, Air-makeup units, Fire-fighting system, DI water system, Waste Water treatment system, etc.

- 第一阶段, 1998/01~1999/05, 任厂务主管, 负责厂务准备工作, 及管理工作.

Main Achievements:

- ✓ Successfully installed all facilities by own team after the factory construction setup.
在新厂房建好, 亲自安装了各种厂务外围设备。
- ✓ On-time and successfully relocated the equipment from Singapore to SIP.
顺利并准时的把设备从新加坡移到苏州新厂。
- ✓ Made innovative design and programming upgrade for equipment efficiency improvement, got double speed and kept process stable.
对设备的设计和程序做了改革升级, 提高速度, 效率, 并保持工艺稳定。
- ✓ Successfully introduced new customers through new process/products development and certification, such as Epson, Amkor, and Fairchild, instead of just JIT for AMD.
通过新产品和新工艺的开发认证, 成功得引进新客户, 如 Epson, Amkor, Fairchild, 来避免专供给单一客户 (AMD) 的后续发展风险。

• **Sep 1995 - Nov 1997**

TaiHu Scenic Spot.

太湖旅游度假乐园企业, 负责设备管理.

- Facility Supervisor

In charge of Facility maintenance, new equipment installation and setup, Participate the construction, decoration and renovation projects.

- 任设备主管; 负责设备, 厂务维护及管理工作, 及各准备工作, 包括水, 电, 汽, 空调, 及基建, 装修。

Education / 教育背景:

苏州大学物理系 (就学时间 1991-1995), 本科, 理学学士。

Bachelor of Science, graduated from Suzhou University, major physics.

复旦大学的生产和运营总监高级研修 (11/2007~05/2008)

Fudan University (Shanghai), Chief Operation Officer.