

LAKSHMAN RANASINGHE

Head of Operational Excellence & Lean Capability Building | Group Lean Academy & Manufacturing Excellence Leader | 26+ Years Global Apparel Manufacturing

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Languages: English (Fluent), Sinhala (Native)

PROFILE

Operational Excellence and Lean Transformation leader with 26+ years building and running high-performance manufacturing operations across China, Thailand, Cambodia, Bangladesh, and Sri Lanka, now specializing in translating shop-floor Lean mastery into enterprise-wide capability-building systems. Built and scaled the Lean Practitioners Program (LPP) at MAS Holdings from the factory floor into a corporate-wide belt training curriculum, and currently lead group Learning & Development strategy at Valuecraft Minds — designing competency frameworks, Lean academies, and manufacturing excellence training pathways grounded in direct P&L, multi-site operations, and Master Black Belt Lean expertise. Positions organizations to sustain Lean transformation long after the consultant or project team leaves, by building internal capability rather than dependency.

CORE SKILLS

- Lean Academy Design & Group Capability Building
- Operational Excellence Training & Competency Frameworks
- Lean Manufacturing & Toyota Production System (TPS)
- Master Black Belt / Lean Six Sigma Coaching & Certification Design
- Kaizen, 5S, Kanban & Andon Systems
- Instructional Design & Training Needs Analysis (TNA)
- Shop-Floor Engagement & Team Leader/Group Leader Development
- Change Management & Cultural Transformation
- Talent Development & Succession Planning
- Group Operations Strategy Development
- P&L Ownership & Cost Control
- Organizational Restructuring & Workforce Rightsizing
- Operational KPI Governance (FTT, DIFOT, CRD, PODD, RFT)
- Supply Chain Optimization
- SAP ERP & Production Systems Integration (MM, SD, PP)
- Quality Management Systems (QMS)
- Cost of Quality (COQ) Reduction
- Compliance & Global Brand Standards

CAREER HIGHLIGHTS

- Pioneered and scaled the Lean Practitioners Program (LPP) at MAS Holdings, transforming 200+ shop-floor process owners into competent Lean practitioners and generating over \$25 million in kaizen savings — the program was later adopted into MAS's corporate-wide belt training curriculum, converting a single-site pilot into an enterprise capability system.
- Currently lead group Learning & Development strategy at Valuecraft Minds, designing competency frameworks and Lean/Operational Excellence capability-building programs for corporate manufacturing clients — direct continuation of the LPP model at group scale.
- Built capability from the factory floor up across 5+ manufacturing facilities (Sri Lanka, India, Bangladesh, Indonesia), training Team Leaders, Group Leaders, and Built-In Quality (BIQ) champions under mentorship from Lean Enterprise Institute and ex-Toyota practitioners.
- Reduced manufacturing lead times from 95 to 65 days and 7-8 weeks to 4-5 weeks through Lean transformation and value stream reengineering.
- Improved factory efficiency from 50% to 65% and increased daily output from 30,000 to 34,000 pieces through material flow optimization and line balancing.

- Held direct P&L accountability for factory operations up to \$420K USD per month (14M Baht), and generated multi-country cost savings exceeding \$150K-\$300K USD monthly (1-2M RMB) and \$60K-\$90K USD monthly (2-3M Baht).
- Achieved Master Black Belt in Lean and Certified Lean Six Sigma Black Belt (CLSSBB), the technical foundation for designing and certifying others in Lean methodology.

PROFESSIONAL EXPERIENCE

Chief Learning and Development Officer (Operational Excellence & Lean Capability Building)

Valuecraft Minds, Sri Lanka | January 2025 - Present

- Lead the Learning & Development function for Valuecraft Minds (Valuecraft Talent division), designing group-wide Lean and Operational Excellence capability programs that extend the shop-floor training model built earlier in career to a multi-client, multi-site scale.
- Develop the strategic L&D roadmap for corporate and professional clients, building competency frameworks and Lean/OE learning pathways grounded in direct manufacturing operating experience rather than generic training theory.
- Design and deliver training, workshops, and capability-building programs in Lean, Operational Excellence, Continuous Improvement, Leadership, and Manufacturing Excellence for corporate manufacturing clients.
- Partner with industry experts, educational institutions, and corporate organizations to create high-impact digital, classroom, and blended learning experiences for plant-level and management audiences.
- Establish training quality standards, learning measurement systems, and continuous improvement practices to ensure capability-building programs translate into sustained operational performance gains.

Acting Factory Director / Projects Based Process Improvement Consultant

Jim Thompson, Thailand | August 2024 - January 2025

- Diagnosed critical operational bottlenecks using Value Stream Mapping (VSM) and workflow reengineering, reducing total Dock-to-Dock lead time from 7-8 weeks to 4-5 weeks and establishing KPI frameworks targeting a 20% cost reduction.
- Strengthened Quality Management Systems, improving Right First Time (RFT) by 5%, reducing Cost of Quality (COQ), and cutting downtime by 4-5%.
- Directed factory-wide cost optimization and P&L management for a 14M Baht/month operation, achieving 2-3M Baht monthly savings, while leading SAP ERP enhancements and structured workforce training programs.

Director - Operational Excellence

Active Apparel Group (Longson Garment Co.), Ningbo, China | August 2022 - July 2024

- Led enterprise-wide Operational Excellence and Lean transformation initiatives, reducing lead time from 95 to 65 days, rightsizing workforce by 80-100 employees, improving direct-to-indirect labor ratio from 40/60 to 60/40, and generating 1-2M RMB in monthly cost savings.
- Improved Right First Time (RFT) from 95% to 98% (impacting 70,000 pcs annually), led General Sewing Data (GSD) system upgrades with Coats Global, and established KPI frameworks for sample development (Hit Rate & Adoption Rate).
- Innovated a new production model — Vertical Production System (VPS) — restructuring flow from cut to pack under one roof, improving direct-to-indirect ratio, decision-making speed, and process ownership.
- Built a Kaizen culture spanning product development, industrial engineering, and bulk manufacturing, and personally trained team leaders and group leaders through on-site problem-solving and on-the-job coaching.

Head of Business Transformation

Q Collection, Bangladesh | 2021 - 2022

- Developed and cascaded transformation strategies across operational functions for customers including M&S, H&M, Target, and Next.

- Shortened supplier lead time from 50 to 45 days and improved First Time Through (FTT) from 80% to 90% through quality gate implementation.
- Launched a digital New Product Development (NPD) center, reducing sample time from 20 to 15 days, and cut style changeover time from 15 to 7 days.

Head of Lean System and Industrial Engineering

Hop Lun, Hong Kong SAR | September 2019 - September 2021

- Designed a central warehouse operation supporting factories in Bangladesh and Indonesia based on production demand.
- Led a Method Engineering (ME) project at the Indonesia plant for Victoria's Secret, enhancing capacity by over 50% and efficiency above 70% with 98% First Time Through (FTT), while cutting group-wide manpower by over 400 through end-line quality improvements.

Corporate Lean Consultant

Hop Lun, Shenzhen, China | August 2016 - August 2019

- Drove transformation across 13 facilities with a team of 11 managers, cutting manufacturing lead time from 45 to 25 days at the model facility in China, and guided GSD training and implementation across global sites.
- Implemented Quick Changeover (QCO), reducing changeover time from 7-8 days to 3-4 days, and established the first double-shift intimate apparel plant in Bangladesh (1,500 machines, 2,500 workers).

Deputy General Manager - Lean Enterprise

MAS Holdings, Sri Lanka | August 2013 - August 2016

- Pioneered and executed the Lean Practitioners Program (LPP) for MAS Intimate division, transforming 200+ process owners into competent Lean practitioners and yielding over \$25 million in kaizen savings — the founding capability-building program later scaled corporate-wide.
- Championed the Continuous Flow pilot project under the guidance of Lean Enterprise Institute mentors, and led TL/GL and Built-In Quality (BIQ) pilot projects across 5 manufacturing facilities in Sri Lanka, India, Bangladesh, and Indonesia.

Manager, Lean Enterprise (Black Belt)

MAS Holdings, Sri Lanka | August 2005 - August 2013

- Reduced factory manufacturing dock-to-dock time from 95 to 65 days through supplier integration and a production control unit that created a material pull system.
- Developed a real-time digital platform integrated with SAP with digital Kanban, and completed an 18-month Lean Master Black Belt project under ex-Toyota consultants, adding 15 production lines through process optimization.

Operations Manager

MAS Holdings, Maldives and Sri Lanka | September 2000 - September 2005

- Coordinated a 'Milk Run' air-cargo supply chain between Sri Lanka headquarters and the Maldives plant for uninterrupted weekly material supply.
- Maintained raw material and finished goods accuracy via SAP with a customized cycle-counting system, and managed a cutting supermarket with kitting operations for 24-hour production.

EDUCATION & QUALIFICATIONS

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| • Master Black Belt in Lean — MAS Lean Academy & TSD USA, 2013 | • Master of Business Administration (MBA) — Cardiff Metropolitan University, UK, 2015-2016 |
| • Certified Lean Six Sigma Black Belt — The Lean Six Sigma Company, USA, 2021 | • Higher Diploma in Supply & Materials Management — ISMM Sri Lanka, 2006-2009 |

- Toyota Production System (AOTS Certificate) — Nagoya, Japan, 2010
- Leadership Skill Development Program — XLRI Jamshedpur, India, 2008
- Corporate Leadership — XLRI Jamshedpur, 2004
- Continuous Flow Training — Lean Enterprise Institute, 2015-2016
- Lean Yellow / Blue / Green Belt — MAS Lean Academy & TSD USA, 2006-2010
- Team Leader & Built-In Quality (BIQ) — University of Kentucky, 2013-2016
- Lean Study Tours — Toyota, BOSCH, TVS, Mahindra, Coca-Cola India, 2015-2016

REFERENCES

Available upon request.