



Căndea Sebastian

Date of birth: 06/11/1981 | **Nationality:** Romanian |

WORK EXPERIENCE

03/09/2022 – CURRENT Targu-Mures, Romania

SENIOR CONSULTANT FREELANCE (SELF EMPLOYED)

Main responsibilities are:

- Interim projects e.g. Managing Director, Operational, Production, Logistics, Quality,
- Task Force Management (Logistics & Quality escalations e.g. BMW, Mercedes-Benz, etc.),
- New suppliers identification & qualifications,
- Project management - production relocations, ramp-up new projects,
- Lean, Shop floor management projects,
- Layout optimization + facility upgrades project,
- Suppliers development, audits,
- Implementation of Quality Management System based on ISO and IATF Standards.
- Expertise in automotive, High voltage, cleanliness, ESD, manufacturing, wires, harnesses, springs, textile, steering wheels, tool shop.

09/02/2017 – 03/09/2022 Târgu Mureș, Romania

MANAGING DIRECTOR / PLANT MANAGER HIRSCHMANN AUTOMOTIVE

Main responsibilities are:

- Managing two factories from Romania, 2.100 employees, 100M+ euro annual revenue, 38.000 square meters including ongoing plant extension with 10.000 square meters with Governmental state aid.
- Over then 200 direct customers e.g. Mercedes Benz, BMW, ZF, Panasonic, Bosch, Continental, Magna.
- Main production processes: manual assembly, semiautomatic and full automated production lines, cutting, crimping, welding, soldering, assembly, overmolding (more than 150 machines), electrical testing.
- Product portfolio: High-voltage applications for electric cars, special cable assemblies, sensors, industrial components, renewable energy, ensuring an environment with cleanliness, ESD and full traceability requirements.
- Other local functions: Quality, Laboratory, Tool Shop Production, Lean, Logistics, Warehouses (manual and full automated), Maintenance, Technology, Project Management, Product Development, Process Development, Project Quality, Digitalization (MES), Training Center, Apprenticeship.

Main achievements

- * Productivity increase to 105%
- * Cost savings e.g. first year 2,2 mil euro
- * Turnover increase
- * OPF cells implementation
- * Layout optimization 3.500 square meters saving
- * Employees turnover reduction

31/10/2015 – 31/01/2017 Târgu Mureș, Romania

PRODUCTION DIRECTOR HIRSCHMANN AUTOMOTIVE

Responsible to improve the actual operational results by leading the following departments:

- Production (two factory locations, approx. 2.600 employees)
- Engineering
- Maintenance
- Tool Shop

Main achievements (after 10 months):

- * Productivity increase from 74% to 97%
- * Scrap reduction from 5,5% to 3,2%

- * FOOT from aprox. 70% to 94%
- * Overtime reduction with 50% compared with last year
- * Financial results positive trend, close to reach the target (e.g. Cost rate, Maintenance

30/09/2014 – 31/10/2015 Arad, Romania

PRODUCTION DIRECTOR TAKATA ROMANIA

Main responsibilities are:

- Responsible to coordinate the team members from production area to ensure that all process and projects are according with internal and external customer requirement by managing the resources available, in order to sustain a profitable business,
- Motivate and inspire permanently the team members, in order to involve all employees from production department (about 600 employees) to achieve the company objectives,
- Analyze and improve the production results (Quality, Cost, Delivery),
- Headcount, Other Cost and Investment budgeting,
- Leading the improvement projects with impact in the NOP.

Main achievements:

- * Increase productivity in one year with 18% in situation where 30% from operators are under 3 months experience
- * Positive financial impact by calculate and allocate correct the capacity, reducing overtime from 18.000 hours/month to aprox. 9.000 hours, implement KPI's tree and focus on targets and priorities, restructure the bonuses, reevaluate the time study, stay within budget, reduce inventory differences from 120.000 euro to 14.000 euro
- * Scrap reduction from 2,2% to 1,65%
- * Rework reduction from 4% to 2,8%
- * Increase machine availability from 70% to 82% by reducing the downtime, change-over time, etc.

31/10/2012 – 30/09/2014 Arad, Romania

KAIZEN & TRAINING MANAGER TAKATA ROMANIA

Main responsibilities are:

- Development and implementation of Kaizen Management System by coordinating module managers within Takata Production System,
- Implement strategic improvement program by coordinating project managers (about 30 people) in the production and support departments. Managing about 30-40 improvement projects yearly (eg. One Piece Flow Implementation, Total Productive Maintenance, OBSC, Total Quality Management),
- Coordinate Kaizen team, 8 improvement specialists, in order to implement the 5S method, Idea Management and improve the production processes,
- Coordinate Training team, 18 trainers in order to integrate new operators, retrain operators with low performance and offer training in case of process or product changes.

Main achievements:

- * Yearly targets achieved 1Mio euro
- * Implementing One Piece Flow concept in Leather Wrapping (pilot area)
- * Factory KPI tree
- * Increase 5S implementation from 60% to 85%

30/06/2009 – 31/10/2012 Târgu Mureș, Romania

CONTINUOUS IMPROVEMENT MANAGER HIRSCHMANN AUTOMOTIVE

Main responsibilities are:

- Coordinate the Production System implementation - Lean Manufacturing (Kaizen tools: 5S, Process mapping, SMED, TPM, TFM, Visual Management, 6 Sigma, etc.),
- Quality and environmental management representative coordinate the implementation (e.g. manage the internal system audits, preparing the company for yearly external surveillance system audit),
- Coordinate the improvement team (6 improvement specialists) in order to implement the 5S Method and Idea Management.

31/03/2008 – 30/06/2009 Târgu Mureș, Romania
PROCESS ENGINEER HIRSCHMANN AUTOMOTIVE

Main responsibilities are:

- Project manager (transfer, implement and validate of the production lines),
- Implement and validate of the new products in production,
- Install and validate the new equipment in production,
- Technical support for production.

31/07/2005 – 30/09/2006 Târgu Mureș, Romania
DESIGN ENGINEER TRANSCORIND

Main responsibilities are:

- Design of the steel structure (e.g. buildings and production hall)
- Prepare the production documents (e.g. technical drawings, working instructions),
- Technical support for production.

30/09/2006 – 31/03/2008 Bucharest, Romania
DESIGN ENGINEER MJ MILLIS ROMANIA

Main responsibilities are:

- Implementation of the new products in production line, design of new products, calculate of the raw materials necessary,
- Prepare the production documents (e.g. technical drawings, working instructions),
- Technical support for production.

● **EDUCATION AND TRAINING**

31/08/2020 – present Tirgu Mures, Romania
DOCTORAL SCHOOL "OPERATIONS EXCELLENCE APPLYING THE CONCEPT OF PRODUCTION MANAGEMENT IN THE AUTOMOTIVE INDUSTRY" Emil Palade University

Address Gheorghe Marinescu 38, Tirgu Mures, Mures, , 540142 , Tirgu Mures, Romania |

Website <https://www.umfst.ro/home.html>

31/08/2005 – 31/08/2006 Târgu Mureș, Romania
MASTER INDUSTRIAL GRAFIC AND DESIGN Petru Maior University

Address Gheorghe Marinescu 38, Tirgu Mures, Mures, Romania, 540142, Târgu Mureș, Romania |

Website <https://www.umfst.ro/home.html>

31/08/2000 – 31/08/2005 Tîrgu Mureș, Romania
ENGINEER MECHATRONIC Petru Maior University

Address Gheorghe Marinescu 38, Tirgu Mures, Mures, Romania, 540142 , Tîrgu Mureș, Romania |

Website www.umfst.ro

31/08/1996 – 31/08/2000 Târgu Mureș, Romania
HIGH SCHOOL BIO-CHEMISTRY Traian Vuia High School

Address str. Gheorghe Doja nr.102. Tg. Mureș. Mureș ROMÂNIA, 540233, Târgu Mureș, Romania

● **LANGUAGE SKILLS**

Mother tongue(s): **ROMAINIAN**

Other language(s):

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken production	Spoken interaction	
ENGLISH	C2	C2	C1	C1	C1

Levels: A1 and A2: Basic user; B1 and B2: Independent user; C1 and C2: Proficient user

● **DIGITAL SKILLS**

Microsoft Office | Internal Auditor ISO45001 | Internal auditor ISOTS 16949 | Internal Auditor OHSAS 18001 | Internal auditor ISO 14001 | Environmental representative | Core tools (QS-9000) | Internal Auditor VDA 6.3 | Internal Auditor VDA 6.5 | Quality Management Representative | Internal Auditor IATF 16949 | TPM Basics | Internal Material Flow | TFM basics | TPM Coach | Project management | Developing the Kaizen culture | Kaizen coordinator | Kaizen for Organization & Employees | Kanban System | 5S Method | Kaizen Foundations | TQM Coach | Kaizen coordinating | Value Stream Design | Kaizen Controlling | Six Sigma for Executives | Gemba leader I | BMW Group Standards GS90018-1, GS90018-2 | Toyota Development Program - Part of the Toyota Supplier Development Program | Train the Trainer | Health & Safety 40 hours | Healthcare BLS BTLS (SMURD) | REACH si CLP european regulation | ALP (Advance Leadership Program) | Successful presentations | Product Safety & Conformity Representative | Product Safety Representative | Auditing management systems | Productivity and competitiveness management

