

## **NPC Consultant Professional Profile**

### **I. Personal Information**

**Name:**Mr. Ashutosh Makup

**Date of Birth:** 15<sup>th</sup> October

**Current Position& Domain:**Director & Group Head (Industrial Engineering)

**Office Location:**Industrial Engineering Group, HQ, New Delhi

**Languages:**Odia, Hindi, English

**Contact:**7978960438, 011-24607363,[ashutosh.makup@npcindia.gov.in](mailto:ashutosh.makup@npcindia.gov.in)



### **II. Professional Summary**

Accomplished Industrial Engineering professional with over 15 years of experience driving productivity improvements and operational excellence across diverse sectors including manufacturing, government, private sector while conducting Organizational Restructuring studies, Manpower Assessment, designing of Productivity Norms, optimization of resources and improving competitiveness of MSMEs with implementation of MSME Competitive (Lean) Scheme (MCLS) of Ministry of MSME, Govt. of India.

A skilled policy evaluation expert specializing in monitoring & evaluation, and impact assessment of Government of India and State Government schemes, policies, and programs including CSR Baseline and Impact Assessment Study. Adept at providing actionable insights empowering policymakers and enablers to enhance the effectiveness and inclusivity of public policies, ensuring they drive meaningful outcomes for sustainable impact while ensuring improved service delivery to citizens and concerned stakeholders.

### **III. Areas of Expertise**

**Primary Domains:**Industrial Engineering, Public Policy Studies, Organizational Restructuring& Manpower Assessment, Productivity Improvement

**Specialized Skills:**Policy Evaluation & Impact Assessment, Organizational Restructuring & Manpower Assessment, Resource Optimization and implementation of Lean tools, Designing of Productivity Norms

**Industry Focus:**Govt. organizations/ departments, Public Sector Enterprises, Manufacturing, DISCOM, Service Industry, MSMEs

### **IV. Professional Experience**

**Current Position:**Director & Group Head (Industrial Engineering)

**Organisation:**National Productivity Council, New Delhi

**Duration:**April 2024 to till date

#### **Key Responsibilities:**

- Strategic leadership in Industrial Engineering & productivity improvement through consultancy, training and research.

- Conducting workshops, conferences and programmes for dissemination of productivity tools, techniques, concepts, frameworks for various stakeholders
- Advise on policy matters to government through stakeholder consultation, monitoring & evaluation and impact assessment of schemes, policies, programmes of State & central Government for effective service delivery to the desired stakeholders
- Capacity building of State, Central Government officials, Central Public Sector Enterprises, State Level Public Sector Enterprises on various areas for improving productivity
- Design and development of new ventures, areas, frameworks and concepts in the areas of consultancy & training which would drive the growth and development of the organization in line with the Mission, Vision of the council.
- Driving the team towards success and ensuring deliver to the best of potential and ability while fostering an environment of growth, innovation.

**Previous Position:**Deputy Director(Industrial Engineering)

**Organisation:**National Productivity Council, New Delhi

**Duration:**Deputy Director (February 2016–March 2023) and Director (March 2013 to March 2014)

**Key Responsibilities:**

- Execution of various manpower assessment and organization restructuring study for private and public sector organizations
- Conducted Impact Assessment, concurrent monitoring of schemes, policies and programmes of various department of Govt. of India which include Ministry of Textiles, Ministry of Skill Development & Entrepreneurship, Ministry of Minority Affairs, Ministry of Micro, Small and Medium Enterprises, Ministry of Commerce & Industry, Govt. of India
- Conducted capacity building programmes, webinars on various areas for state/ central govt officials and for the Public Sector Enterprises as Resource Speaker.
- Developed concept and framework for implementation of BRSR and ESG in Indian Companies.

**Previous Position:**Assistant Director(Industrial Engineering)

**Organisation:**Regional Directorate, Bhubaneswar, National Productivity Council,

**Duration:**August 2009 to February 2016

**Key Responsibilities:**

- Execution of various manpower assessment and organization restructuring study for private and public sector organizations and state government organizations
- Conducted monitoring and evaluation projects for Textile and Handloom dept. and Planning & Convergence Dept. of Govt. of Odisha and for DPIIT, Govt. of India
- Conducted capacity building programmes, webinars on various areas for state/ central govt officials and Public Sector Enterprises as Resource Speaker.

**Previous Position:**Public Sector Bankand Private Sector Bank

**Organisation:**Industrial Development Bank of India (IDBI), Mumbai and Industrial Credit and Investment Corporation of India(ICICI) Bank, Odisha

**Duration:**October 2007 to August 2008

**Key Responsibilities:**

- Retail and Branch Banking Operation
- Handling of Walk-in Customers, Customer Relationship Management (CRM)
- Managing Banking Products and Services
- Business Development activities, liaison with various stakeholders including Interbank, Intrabank coordination, Government / Private organizations etc.

**V. Major Project Experience in NPC [For each significant project, include:]**

**Project Title:**Concurrent Evaluation of NFSA-2013 across 36 States/ UTs

**Client Name:** Dept. of Food and Public Distribution, Ministry of Consumer Affairs, Govt. of India

**Type:**Govt. of India**Sector:**Food & Civil Supply

**Role:**Consultant

**Duration:**February 2025 to 2028 (3 years)

Government of India has enacted the National Food Security Act-2013 with the aim to provide subsidized food grains to approximately two thirds of the country's population. Department of Food and Public Distribution, Ministry of Consumer Affairs, Food and Public Distribution, Govt. of India is the Nodal agency for successful implementation of the Act through Public Distribution System for distribution of food grains across the country with the support of various stakeholders i.e. Food Corporation of India (FCI), Concerned State Govt. departments, Storage/ Warehouses and Fair Price Shops (FPSs) and many associates stakeholders. National Productivity Council is conducting concurrent evaluation of the scheme for assessing the effectiveness of the service delivery with thematic focus on assessing the Inclusion Errors, Ease of Access and Leakages in the distribution system, Effectiveness in the Grievance Redressal, Vigilance Committee, Awareness and Education on One Nation One Ration Card, Transformation of Fair Price Shops (FPSs), Supply Chain and PDS reform etc. The findings, observations, and recommendations derived from the study will offer valuable insights to Government of India for revising policies and guidelines to enhance service delivery and improve implementation effectiveness.

**Project Title:**Monitoring & Implementation of MSME Competitive (Lean) Scheme

**Client Name:** Development Commissioner of MSME, Ministry of MSME, Govt. of India

**Type:**Government **Sector:**Micro, Small and Medium Enterprises (MSMEs)

**Role:**Consultant

**Duration:**April 2023 to till date (Continuing)

Development of Commissioner (MSME), Ministry of MSME, Govt. of India is implementing the MSME Competitive (Lean) Scheme, flagship scheme under RAMP for improving manufacturing competitiveness of Indian MSMEs in terms reducing wastage, cost of production and improving quality through application of Lean Tools and techniques. This scheme is an extension of the erstwhile Lean Manufacturing Competitiveness

Scheme launched in the year 2010 where NPC has formed around 300 clusters and have benefitted more than 2000 number of MSMEs thereby accruing saving of around Rs. 100 crores by Indian MSMEs. The other benefits include implementation of more than 10,000 number of Kaizens, increase in production capacity without CPAEX by more than 10%, Increase in Inventory Turnover by 25%, Improvement in OEE by 15%, Space optimization by 10% and reduction in Manufacturing Lead time by 5-30%. NPC is the flagbearer in taking the initiative of Govt. of India with the mission of making Indian MSMEs not only competitive at domestic level but also globally with implementation of MCLS through Lean tool and techniques thereby making the country Atmanirbhar while paving the way for Viksit Bharat. As part of implementation of the scheme, NPC has formed 75 number of Group of Enterprises (GoEs) while sensitizing MSMEs about the significance of the scheme and building capacity of State Govt. officials and Lean Manufacturing Consultants (LMCs) for effective implementation of the scheme.

**Project Title:**Evaluation of Powerloom Sector Schemes i.e. the Power-Tex India Scheme

**Client Name:** Commissioner of Textiles, Ministry of Textiles, Govt. of India

**Type:**Govt. of India **Sector:**Textile

**Role:**Consultant

**Duration:**January 2020 to October 2020

The evaluation of performance of Powerloom sector schemes i.e. the Power-Tex India, one of the flagship schemes implemented by Commissioner of Textiles, Ministry of Textiles, Govt. of India for improving production, quality, competitiveness and growth of Powerloom sector of the country. The study includes evaluation of 13 nos. of schemes i.e., In-situ upgradation of plain Powerloom, Group Work shed Scheme (GWS), Common Facility Centre (CFC), Grant-in-Aid / Modernization of Powerloom Service Centre (GIA to PSC) and many more components. NPC has done interaction with more than 6000 numbers of Powerloom beneficiaries and associated stakeholders of the sector across 16 states and collected information, feedback, suggestions regarding the implementation and its impact on the Powerloom sector. The analysis, recommendation, suggestions for improving the service delivery, effectiveness of schemes was submitted to Commissioner of Textiles. The study findings provided inputs to the policy makers to implement the suggestions and make necessary amendments in the existing provisions of the scheme.

**Project Title:**Organizational Study of BSES Rajdhani Power Ltd. (BRPL), New Delhi

**Client Name:** BSES Rajdhani Power Ltd. (BRPL)

**Type:**Private **Sector:**Electricity Distribution Company, Power

**Role:**Consultant

**Duration:**June 2018 to December 2018

BSES Rajdhani Power Limited (BRPL) is a joint venture between Reliance Infrastructure and the Government of the National Capital Territory (NCT) of Delhi, with the majority stake (51%) held by Reliance Infrastructure which supplies electricity to Domestic, Commercial and Industrial Consumers of NCT Delhi. BRPL management desired to carry out an organizational restructuring and manpower assessment study to streamline the anomalies in its structure, HR policy to bring more robustness in the functional reporting, hierarchy, keeping in view of the changed business environment for effective service delivery and better span of control. The scope of the study covered more than 15,000 number of executives and non-executives in the organization who are deployed across various business verticals which include Operation & Maintenance, Business &

Marketing and the Support function i.e. Finance, HR, Stores, Corporate Strategy etc. On successful completion of the study through scientific approach, NPC proposed optimized manpower across all verticals across various levels with promotion & recruitment policy and Job Description for each post/ level proposed. NPC have also identified the issues, challenges in the existing organization structure, cadre in consultation with all stakeholders and proposed the future organization structure, departments, new vertical while aligning with Mission, Vision, Business Plan of BRPL and ensuring interest of all stakeholders.

## **VI. Educational Background**

**Degree:**Post Graduate Certificate in Industrial Engineering

- **Institution:**Dr. Ambedkar Institute of Productivity, Chennai **Type:**Full Time
- **Year:**2009
- **Specialization:**Industrial Engineering

**Degree:**Bachelor of Laws (LLB)

- **Institution:**Utkal University, Bhubaneswar **Type:** Full Time
- **Year:**2016
- **Specialization:**Law

**Degree:**Post Graduate Diploma in Banking Operations (PGDBO)

- **Institution:**Institute of Finance Banking and Insurance **Type:**Part Time
- **Year:**2007
- **Specialization:**Banking Operation

**Degree:**Bachelor of Technology in Biotechnology

- **Institution:**Biju Patnaik University of Technology, Odisha **Type:** Full Time
- **Year:**2006
- **Specialization:**Biotechnology

**Additional Professional Qualifications:**

- Certified in **Global Reporting Initiative (GRI)**, Credential ID: C 46483
- **ISO 22000 Lead Auditor- Food Safety Certification**, Issued by The Chartered Quality Institute, Credential ID: 340548
- **Certificate in Project Management (CIPM)**, Issued by International Institute of Projects and Programme Management (i2P2M), Credential ID: CIPM 19 12299
- **Certified Productivity Specialist (CPS)** by NPC-CB and Asian Productivity Organization (APO), Credential ID: NPC-CB/CPS/10005

## **VII. Research and Publications**

**Recent Publications:**

- Developed concept note and framework for ESG implementation in Indian Industries

## Speaking Engagements:

- **Keynote Speaker** in **"Accelerating Just Transition in MSMEs: Capacity Development of Policymakers"** Program organized by **United Nation Development Programme (UNDP)** and **Indian Institute of Management, Lucknow** at Lucknow, Uttar Pradesh.
- Took **Special Session** about **"Improving competitiveness of Cooperative Sectors of the country"** attended by more than 50 cooperative office bearers representing various cooperative sectors of the country during the **National Executive Committee Meeting of Sahakar Bharti**, the pan India organization of Cooperators and Cooperatives, held at Haridwar, Uttarakhand.
- Address the gathering of Industry, academia and professionals during **National Productivity Week-2024** organized by **Kanpur Productivity Council** at Kanpur, Uttar Pradesh on the Productivity Theme: **"Artificial Intelligence (AI)- Productivity Engine for Economic Growth"**.
- Delivered session on Lean Manufacturing, Productivity Improvement, policies of Govt. of India across different Organizations, associations, chambers, federations and various platforms which include **Artificial Limbs Manufacturing Corporation of India (ALIMCO)**, **Bharat Electronics Limited (BEL)**, **Odisha Industries Association**, **Haryana Chamber of Commerce & Industry**, **SMAU International Industry and Trade Chambers**, **Federation of Industrial & Commercial organization**, **Chamber of Industrial & Commercial Undertakings**, **Agra Footwear Manufacturers and Exporters Chamber (AFMEC)** and many other state & national level industry associations, federations, chambers and organizations.
- Taking session of **CSR and sustainability, HR & Organizational Development** areas as part of capacity building programme organized for officials of state, central Govt, organizations and Public Sector Organizations.

## Awards and Recognition

- Awarded **Best Consultant** by **Asian Productivity Organization, Japan** for outstanding performance during Course of Development of Productivity Practitioner: Basic held during 8<sup>th</sup> May to 2<sup>nd</sup> June 2017 at Manila, Philippines amongst 14 other participating Asian countries.
- **Letter of Appreciation on record** by the **Special Secretary, Dept. of Planning and Convergence, Govt. of Odisha** for carrying out System Study for Quality in Public Service Delivery & Supply Chain Study for 10 departments and 21 services of Govt. of Odisha at Block/ Village level and providing insightful, implementable policy for improving the public service delivery.
- **Appreciation by Director General, National Productivity Council** acknowledging contribution for completion of the Manpower Assessment Study at Salt Commissioner, Ministry of Commerce & Industry, Govt. of India

## Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that I shall be responsible for any willful misstatement described herein.

Date: 10<sup>th</sup> February 2025  
Place: New Delhi

[Signature of Employee]  
Ashutosh Makup