



## **Dr Sai Nudurupati**

Sai gained his PhD from the University of Strathclyde in 2004 after researching the implementation of performance measurement and its impact on business. The following year he received an Outstanding Doctoral Award from Emerald and European Foundation for Management Development. Before joining Manchester Metropolitan, Sai worked as a Research Fellow at Exeter University on an EPSRC project in association with the Ministry of Defense (MoD) and BAE Systems examining the factors influencing the value of co-creation and co-production in the service delivery.

Having published over 40 articles in various journals, magazines and conference proceedings, Sai received two best papers awards from Emerald and Institute of Engineering Technology respectively. Prior to taking up his academic roles, Sai spent six years in the construction industry implementing continuous improvement projects. This experience led him to gain Lean Six Sigma Transactional Black Belt certification with the British Standards Institute.



## **Improving innovation with an Italian icon**

Pirelli UK Tyres was suffering from two fundamental issues: the performance of its manufacturing system was sub-optimal and, as many of its operatives were long-term employees with resulting attitudes and practices formed in a different technological era, the prevailing culture was not ready for the adoption of new products, technology and working methods. The situation needed to be addressed to avoid limiting the full growth potential of the company.

Sai led a KTP project to resolve both problems by adopting a holistic approach. Specifically, the project embedded leading-edge manufacturing practices, planning and evaluation tools in developing an adaptive and flexible manufacturing culture.

Starting with the Industrial Engineering team, which was trained by the KTP associate, the project was able to sustain a continuous improvement in the culture at all levels. It also contributed towards the enhancement of the company's forecasting capabilities and deployment of balanced resources on the production lines.

The project certainly contributed to the key strategic targets of the Pirelli group such as revenue growth of over £1.8m and an increase in profitability of over £960,000.