

apt. Arif R. Al Hakimi, S.Farm., M.A.B

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Licensed **Industrial Pharmacist** (Apoteker) and Certified **Lean Six Sigma** Black Belt with **nearly 10 years** of progressive leadership experience in pharmaceutical and high-volume FMCG manufacturing operations. Proven expertise in directing **end-to-end production activities, managing capacity planning** aligned with PPIC demand forecasts, and driving strict adherence to **GMP/CPOB regulatory** standards.

Highly adept at optimizing **Overall Equipment Effectiveness (OEE)**, restructuring **resource utilization**, and **decreasing operational downtime**. Recognized for bridging stringent pharmaceutical quality rigor with fast-paced production execution, consistently delivering production targets while successfully **passing BPOM** and **WHO audits** with zero critical findings.

CORE COMPETENCIES

- **Production Operations:** Production Planning & Scheduling, Capacity Optimization, Resource Management, Cost Control, High-Volume Manufacturing.
- **GMP & Compliance:** CPOB Standards, Standard Operating Procedures (SOPs), BPOM & WHO Regulations, Cross-Contamination Prevention.
- **Operational Excellence:** Lean Six Sigma Black Belt, OEE Improvement, Total Productive Maintenance (TPM), Autonomous Maintenance (AM).
- **Leadership:** Cross-functional Alignment (PPIC, QA/QC, Engineering, Warehouse), Manpower Allocation, Root Cause Analysis (CAPA).

PROFESSIONAL EXPERIENCE

Indonesia Market Leader FMCG Company

Manager of Manufacturing System & Standardization - Manufacturing Excellence **Mar 2026 - Present**

- Lead factory operational standardization and execute strict production discipline across 5 high-volume manufacturing plants to ensure output meets production targets and quality standards.
- Monitor daily production performance, machine productivity, and resource utilization, collaborating deeply with PPIC and Supply Chain to align execution with demand forecasts.
- Drive continuous improvement initiatives by investigating production bottlenecks and implementing corrective and preventive actions (CAPA) to enhance line efficiency.
- **Key Achievement:** Fostered a proactive problem-solving culture by implementing Autonomous Maintenance (AM), reducing operational downtime, and restructuring manpower utilization (piece-rate optimization) to significantly drive down labor costs.

PT Bio Farma (Persero)

Manager of Manufacturing Excellence - Integrated Supply Chain Division **Sep 2023 - Mar 2026**

- Directed manufacturing operations analysis and capacity planning across diverse portfolios (vaccines, APIs, cosmetics, and herbal products) to support dynamic business objectives.
- Reconfigured production processes and resource allocations, integrating IoT-based SCADA data to monitor real-time machinery performance (OEE, Utilization) and resolve shop-floor issues.
- Evaluated the performance of production processes and spearheaded cross-functional continuous improvement task forces.
- **Key Achievement:** Coordinated Lean Manufacturing synergies across the holding, successfully reducing overall unplanned manufacturing downtime by up to 8%.
- **Key Achievement:** Successfully optimized resource allocation and eliminated bottlenecks, increasing productivity in the vaccine packaging line by over 100%.

PT Bio Farma (Persero)

Manager of Solution Quality Assurance and Delivery - SBU Digital Health Care **Mar 2023 - Sep 2023**

- Ensured that digital systems governing production processes (including eBR/electronic Batch Records and LIMS) complied flawlessly with GMP and Data Integrity standards.
- Supported the production and QA teams by delivering robust systems that streamlined pharmaceutical documentation and batch tracking.

PT Kimia Farma Tbk

Assistant Manager of Manufacturing System and Control - Plant Banjaran

Jun 2020 - Mar 2023

- Acted as a key operational leader bridging Engineering, IT, and Production to design and validate GMP-compliant manufacturing workflows.
- Heavily involved in production process optimization, working closely with the production and PPIC teams to resolve deviations and implement robust change controls.
- Managed a cross-functional task force of 20+ personnel to ensure all manufacturing processes and documentation met the stringent requirements of BPOM and WHO.
- **Key Achievement:** Deployed Lean Six Sigma methodology to analyze and restructure the tablet production line, successfully decreasing planned downtime by 40% (Officially approved by BPOM auditors).
- **Key Achievement:** Successfully released the eBR (electronic Batch Record) system, driving zero critical findings during WHO audits.

PT Kimia Farma Tbk

Supervisor of Commissioning and Validation - Pembangunan Pabrik Baru

Nov 2017 - Jun 2020

- Led the end-to-end operational readiness, installation, and commissioning of production machineries and critical utilities for a greenfield pharmaceutical facility.
- Directed a team of 15+ personnel, managing the qualification (IQ/OQ/PQ) of SCADA-based production equipment to ensure the plant was fully prepared to meet production targets safely.
- **Key Achievement:** Achieved operational BPOM GMP certification 3 months ahead of the corporate target schedule, allowing production to commence faster than anticipated.

PT Fonko International Pharmaceutical (Dexa Medica Group)

Quality Specialist

2017

- Executed equipment qualification for aseptic sterile production machinery, gaining foundational expertise in stringent pharmaceutical manufacturing processes.

EDUCATION

- **Master of Business Administration** (Operational Management) | Tanri Abeng University | 2022–2024
- **Apothecary Profession** (Production & Quality Control) | Institut Teknologi Bandung | 2016–2017
- **Bachelor of Pharmacy** (S.Farm) | Universitas Jember | 2011–2015
 - 2nd Place, Most Outstanding Student – Faculty of Pharmacy
 - Student Executive Body President (BEM), 2014

ADDITIONAL INFORMATION

- Lean Six Sigma Practitioner
- Experienced in vaccine, API, pharma, cosmetic, and FMCG, highly regulated and high-volume manufacturing environments
- Strong exposure to BPOM, ISO, WHO, GMP, and other regulatory standards
- Manufacturing Systems: ERP (SAP), MES, eBR, SCADA Automation.
- Fluent professional English
- Willing to be placed in Sukabumi, West Java

Subject: **Application for Production Manager Position**

01 July 2026

To: The Hiring Manager / Human Resources Department
MERSIFARMA
Sukabumi, West Java

Dear Hiring Manager,

I am writing to express my strong interest in the **Production Manager** position at MERSIFARMA. As a Licensed **Industrial Pharmacist** (Apoteker) and a Certified **Lean Six Sigma** Black Belt with **nearly 10 years** of **cross-functional leadership** in pharmaceutical and high-volume manufacturing environments, I have developed a deep expertise in bridging strict GMP/CPOB compliance with high-efficiency production execution.

Throughout my career, particularly during my tenures at PT Bio Farma (Persero) and PT Kimia Farma Tbk, I have consistently driven operational excellence across multiple manufacturing portfolios. I do not merely view production as an execution function, but rather as a strategic center for cost efficiency and quality assurance. My technical and leadership milestones align closely with MERSIFARMA's current objectives:

- **Production & Capacity Optimization:** I have successfully managed capacity planning and overall facility utilization. By implementing Autonomous Maintenance (AM) and Total Productive Maintenance (TPM) frameworks, I led cross-functional teams to increase throughput by over 100% on critical lines and reduce unplanned downtime by up to 8% across a multi-site network.
- **GMP/CPOB Mastery & Audit Readiness:** I possess a pristine track record of integrating pharmaceutical-grade quality rigor into daily production. I have repeatedly led facilities through rigorous external audits (BPOM, WHO) with zero critical findings, and successfully achieved operational GMP certification for a greenfield facility 3 months ahead of the corporate schedule.
- **Cross-Functional Synergy:** My operational management background (M.B.A.) empowers me to seamlessly collaborate with PPIC to align execution with demand forecasts, and with Engineering and QA/QC to investigate root causes and implement robust Corrective and Preventive Actions (CAPA).

I am highly confident in my ability to develop a high-performing production team, resolve complex shop-floor bottlenecks, and ensure that MERSIFARMA's production targets are consistently met safely and efficiently. I am fully prepared to be based in Sukabumi and am eager to bring my disciplined, data-driven leadership to your manufacturing operations.

I have attached my resume for your detailed review. I would welcome the opportunity to discuss how my hands-on background and strategic vision can immediately support MERSIFARMA's business growth.

Thank you for your time and consideration.

Sincerely,
apt. **Arif R. Al Hakimi**, S.Farm., M.A.B.