

ALEXANDER SHEIN

Operational Transformation Executive & Advisor
COO · Transformation Director · Consulting
Mining · Metals · Chemicals · Infrastructure



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PROFILE

Operations executive and transformation advisor: 20 years in mining, metals, chemicals and infrastructure. Ex-McKinsey and Partners in Performance; Deputy COO at Nordgold, head of business system at EuroChem, transformation program director at EVRAZ (40,000+ employees). 20+ programs on three continents — from diagnostic to sustained P&L impact. Since May 2026 — independent expert with international consulting firms in Saudi Arabia, Jordan, Kazakhstan and Uzbekistan.

IMPACT AT A GLANCE

- +USD 45M annual OCF, bottleneck removal (Nordgold)
- 98 USD/oz all-in cost, top-quartile assets (Nordgold)
- ~USD 30M one-year business-system impact (EuroChem)
- +56% productivity, gold mine in Ghana (PiP)

PROFESSIONAL EXPERIENCE

May 2026 – present

Independent Expert — Operational Transformation

Expert / workstream lead with international consulting firms · Saudi Arabia, Jordan, Kazakhstan, Uzbekistan

- Deliver expert and workstream-lead roles on operational-transformation and performance-improvement engagements for international consulting firms (incl. Alvarez & Marsal Middle East), on-site and remote
- Saudi Arabia: on-site expert on a large infrastructure program — operating model, performance management and delivery governance
- Jordan, Kazakhstan, Uzbekistan: operations diagnostics, process-management and operating-model design for industrial and public-sector clients
- CEO advisory for mid-market owners through own vehicle Practica 101; proprietary diagnostic toolkit — loss map, measurement map, maturity model, KPI cascade

June 2025 – May 2026

EVRAZ — metallurgical & mining holding (Russia)

Head of Target Operating Model Program (CEO-1), Moscow

- Led the holding-wide operating-model transformation: 40,000+ employees, 6 assets, 3 geographies; reported to the CEO, worked daily with VPs
- Designed three functional management contours with re-allocated roles, decision rights and accountabilities
- Defined the catalogue of key processes, surfaced control and transparency risks, set target KPIs per process owner
- Launched focused improvement projects (maintenance, HSE, logistics) with roadmaps and measurable impact targets
- Built and led a transformation office of 18+ FTE

January 2025 – June 2025

Independent Expert affiliated with several consulting firms

Business development and project delivery, Moscow

- Originated and sold projects in mining and operational improvement; coached project teams and client leaders
- Developed a methodology and toolkit for operational transformations; new offerings — China sourcing strategy, digital transformation under sanctions, AI implementation in industry

August 2023 – December 2024

McKinsey & Company — Global Energy & Materials

Engagement Manager / Partner role, Almaty, Kazakhstan

- Led business development in mining across Kazakhstan and neighbouring countries; coordinated the practice's CxO materials on digital and generative AI for mining and metals, used in pitches across Kazakhstan, Uzbekistan, Azerbaijan and Türkiye
- Underground ferrochrome mining (ERG): +25% daily productivity
- Ferroalloy plant (ERG): +15% smelting productivity in 3.5 months
- Iron-ore mining & processing complex diagnostic: 22% upside identified

KEY COMPETENCIES

- Operational transformation & target operating model design
- Org design, decision rights, KPI cascade
- Lean / Six Sigma (Black Belt), TOP cost reduction
- Business systems & performance management
- Maintenance & asset management, CAPEX and construction
- Mining, beneficiation, metallurgy, chemicals
- Digitalization, process automation, AI in operations
- Transformation office (PMO) set-up and leadership

LANGUAGES

- Russian — native
- English — C2
- Spanish — C2
- French — A1

EDUCATION & CERTIFICATIONS

- 2023 — McKinsey Team Leader Orientation Course
- 2016 — Australian Institute of Company Directors (AICD), Company Director Course
- 2015 — Darden School of Business (USA), Strategic Leadership at the Top (Mini-MBA)
- 2009–2011 — First Economic School (Moscow), Economics degree
- 2006 — LG Innovation School (Changwon, Korea), Six Sigma Black Belt
- 1998–2004 — Bauman Moscow State Technical University, M.Sc. in Mechanical Engineering

PROFESSIONAL EXPERIENCE (CONTINUED)

November 2022 – June 2023

Practica 101 — own operational-consulting firm

Managing Director, Moscow

- Ran the firm (10 FTE); delivered 4 full-cycle projects across heavy industry and CEO advisory for mid-market executives
- Ship-repair company: turnaround time cut by >20%; coal-mine diagnostic: +11% productivity from digitalization; e-shift-order system rolled out at a gold mine

April 2020 – October 2022

EuroChem — mineral fertilizer producer, mining division

Head of EuroChem Business System (ECBS), Moscow

- Led 4 navigator teams across 4 sites; 2020 impact ~USD 30M (300 kt of KCl)
- Debottlenecked mine and beneficiation plant: lower maintenance cost, higher throughput
- Introduced cost dialogues, delegated budgets and controls; built the performance infrastructure — visual management, motivation system, KPI cascade
- Drove culture change: engagement program, ideas factory, training academy

August – December 2020

SUEK — coal mining

Acting Head of Operations Improvement (interim, in parallel with EuroChem)

- 3 teams on 2 pilot projects to accelerate development at Kuzbass coal mines; development rate +15–22% at both mines within 4 weeks
- Maintenance program (41,900 equipment units, RUB 15.4B budget) approved by the Strategic Committee

September 2017 – April 2020

Partners in Performance — management consulting

Associate Principal, Moscow

- Performance-improvement projects in mining, metallurgy and energy
- Gold mining (Ghana): +56% productivity
- Norilsk Nickel: IT-based underground planning across 3 mines; plan adherence 50% → 88%
- EVRAZ coal: faster development, trained a local team of 8; PhosAgro: higher recovery and equipment productivity

June 2012 – May 2017

Nordgold — international gold & silver mining company

Deputy COO (CEO-2), Moscow; acted 8 months as COO (9 assets, 9,000 employees)

- Managed 4 assets in Russia, Kazakhstan, Guinea and Burkina Faso; all turned FCF-positive (+USD 2M to +54M), top-quartile costs (–98 USD/oz)
- Bottleneck removal: +USD 45M/year OCF; recovery +6 p.p. (68% → 74%), ~USD 6M
- Labour productivity +22%, attrition <7% on rotational work; savings self-funded construction of a new mine

PUBLICATIONS & APPEARANCES

- 2025 — Session host, “AI in industry”, GoProDigital
- 2024 — Mining & Metal (Astana): “Global trends in gold mining”
- 2022–23 — Academic Council, “Production Systems” Master’s program, Higher School of Business (Moscow)
- 2022 — SKOLKOVO MMA: “Increasing profitability with analytics”
- 2022 — Smart Manufacturing Systems Summit: “Expert initiatives as a source of improvement ideas”
- 2021 — InnoWave Conference: problem-solving techniques in production
- 2017 — Lean Forum: “Region-specific approaches to motivation systems”
- 2016 — Autumn Construction Forum (Moscow): “Operational readiness methodology”
- 2014 — Lean Forum (Moscow): “Lean in a low-skills environment”
- 2014 — HR Forum (RSPP): involving expats in Russian production culture
- 2013 — Technical universities initiative: sustainability in operational improvements

ALSO

- Author of a book on operational transformation in heavy industry (manuscript, 2026)
- References available from McKinsey, EVRAZ, EuroChem partners and clients
- Government-facing work: mining-industry strategy (Uzbekistan); mineral-resources ministries in Russia and Kazakhstan

PROFESSIONAL EXPERIENCE (CONTINUED)

November 2008 – June 2012

McKinsey & Company

Analyst → Operations Specialist → Project Manager, Moscow

- 8 projects in the Operations practice: cost, productivity and quality improvement
- Steel, mining and power generation: TOP and Lean, >20% reduction in costs and repairs
- Chemicals: Six Sigma, process stability Cpk +16%
- Banking (Sber, Otkritie, Alfa-Bank): Lean, 150+ change agents trained, pilot-branch staff cost –30%
- Developed 2 internal tools; one became a core element of McKinsey’s training in Frankfurt

May 2006 – November 2008

RUSAL — Russian Aluminum

Project Manager, repair optimization with Lean tools

- Kaizen team: MTBF +211%, repair time –12%
- 4 teams across 4 plants (14 FTE): Lean rollout in maintenance, critical-defect identification, root-cause elimination of failures

KEY RESULTS (SELECTION)

Project / area	Measurable result
Nordgold: assets to top-quartile costs	FCF +USD 2M to +54M; –98 USD/oz
Nordgold: bottleneck removal	OCF +USD 45M / year
Nordgold: recovery improvement	+6 p.p. (68% → 74%), ~USD 6M
EuroChem: business system, 4 assets	~USD 30M (300 kt KCl) in one year
EVRAZ: target operating model	40,000+ employees, 6 assets, 18+ FTE office
SUEK: faster development	+15–22% in 4 weeks
McKinsey / ERG: underground FeCr mining	+25% daily productivity
McKinsey / ERG: ferroalloy plant	+15% in 3.5 months
Partners in Performance (Ghana)	+56% productivity
Norilsk Nickel: IT-based planning	Plan adherence 50% → 88%
RUSAL: kaizen in maintenance	MTBF +211%, repair time –12%