

CONSULTANT

Executive Profile

P&L MANUFACTURING/ENGINEERING & SUPPLY CHAIN EXECUTIVE Increasing Revenues Profitability and EBITDA Coaching and Leading Teams Operational Turnarounds Strategic Planning Creative Solutions Creating Value Driving Results Highly accomplished P&L manufacturing executive with a proven track record in leading manufacturing and distribution businesses by utilizing lean tools in the value adding stream. Turnaround experience. Increasing price/earnings multiples and stockholder value. Developed and implemented strategic plans. Ability to attract and retain key personnel. Excellent at coaching and mentoring key personnel in all disciplines. Knowledgeable of QS 9001, ISO/TS 16949, logistics and new product launches. SOX compliant. Trained in lean manufacturing by Eliyahu M. Goldratt, author of "The Goal". KPI Metrics and measurements driven. Increased company value by \$30 million Reduced inventories by 40% Reduced assembly labor by 60% Increased earnings per share by \$1.25. Delivered expected results in safety with a company record of 176 days without lost time accidents. Made processes reliable and repeatable to achieve quality standards in single digit PPMs. Achieved a 100% on time delivery with sequence scheduling Managed both union and non-union employees ranging from staffing of 150 to 2,000 personnel. Ability to diagnose performance problems quickly and implement solutions. Establish targets and goals with accountability measures and apply strong constraint analysis capability with data analysis and business modeling techniques to resolve issues required to achieve results. Also operational turnaround management experience.

Skill Highlights

Ability to attract and retain key personnel. Excellent at coaching and mentoring key personnel in all disciplines. Get teams involved by incorporating their ideas. Promote a culture of strong ownership. Encourage employees to do their best. MS Windows XP, MS Office XP, (Word, Excel and PowerPoint), Visio, MS Project and MS Outlook. (Proficiency level with is excellent.) - ERP / MRP (JD Edwards, BAAN).

Professional Experience

January 2002 to Current Company Name i¼ City , State

- Setting and implementing goals with the CEO and committing to delivering positive results until all goals are completed.
- A shop floor hands-on approach leading shop floor teams in lean manufacturing and continuous improvements.
- Conducted assessment and implementation engagements.
- Lean Tools Utilized Toyota Production System *JIT *Kaizen Kanban *5S *Takt time Poka-Yoke *SMED *Heijunka Eight D *5Y *DMAIC Theory of Constraints *Value Stream Mapping *Work Cell Technology Demand Flow Applications *Focused Factory *Flexible Manufacturing Concepts Time-Based Principles *Synchronous Manufacturing *Supply Chain Management KPI's *High Velocity Management *Standardization Multi-Plant Operations *Cost Controls Cost Accounting *A3 Process New Product Launches *Logistics *Complex problem solving Examples on value adding contributions are as follows: Implemented lean manufacturing for an automotive stamping and welded assemblies' plant.
- Increasing company value by \$30,000,000.
- Tier I to Ford & GM and Tier II to Johnson Controls, Lear, Shape and others.
- Implemented a lean sequence scheduling methodology, reducing inventories by 40%, and reducing operating costs by \$1 million, while initiating JIT protocols with steel suppliers.
- Lean manufacturing implementation - Increased company value at an automotive stamping and insert molding plant by \$24,000,000 annually.
- Implemented JIT and synchronous scheduling resulting in a 40% reduction in inventory, 100% on time deliveries.
- Made processes reliable and repeatable to achieve single digit PPMs.
- Streamlined packaging processes at an aerospace manufacturer increasing departmental efficiency by 30% increasing capacity by 40%.
- Implemented a purchasing strategic sourcing program, reducing material costs by 8%.
- Established process improvement program for a major farm equipment and machinery manufacturer, increasing annual throughput by \$35,000,000.
- Initiated continuous improvement processes for a cellophane manufacturer, increased profits by \$9,000,000.
- Designed and installed world class manufacturing plants utilizing demand flow and cellular manufacturing, reducing factory labor by 55%.

Consultant

January 2000 to January 2002 Company Name i¼ City , State

- Lean Manufacturing

January 1987 to January 2000 Company Name i¼ City , State

- As a manufacturing executive of The Wurlitzer Company developed the corporate strategies, and provided the leadership and direction for turnaround to achieve P&L and balance sheet objectives for this manufacturer.
- Direct reports include manufacturing, engineering, maintenance, purchasing, scheduling, inventory and all supply chain management functions, logistics, new product launches, engineering, human resources, accounting and quality.
- Identified critical success factors and implemented performance improvements teams.
- Results of implemented strategies include: Increased earnings per share by \$1.25 year over year.
- Implemented major process improvements at plants resulting in a 350-employee reduction by installing advanced manufacturing technology, a \$13,500,000 savings.
- Reduced material costs by \$10,000,000 through strategic sourcing and vendor consolidation.
- Utilizing lean to make processes reliable and repeatable reduced scrape costs by 80%.
- Restructured contract manufacturing facility resulting in a \$10,000,000 reduction in operating costs.
- Through the use of JIT, reduced inventories by 40%.
- Increased production output by 140% by implementing an automotive plant assembly line process for piano assembly operations.
- Utilizing manufacturing cell and focused factory concepts at sub-assembly manufacturing and delivering completed sub-assemblies to final

assembly line operations Reduced unfavorable manufacturing variances by 91%.

President & CEO

January 1984 to January 1987 Company Name i¼ City , State

- Full profit and loss responsibility for all multi-pant building and industrial multi-products international manufacturing operations consisting of 3 manufacturing plants in the United States, a wholly owned subsidiary in Canada and a joint venture in England.
- Made a strategic acquisition, with 400 employees, and integration to expand product line and utilize the same marketing channels and integration into the organization.
- Worked with the company's senior management team based in the United States, Canada, and England to establish goals and key performance indicators and driving metrics in an effort to reverse shrinking market share, decrease operating costs, and create positive cash flow.
- EBIT increased by 325% and revenues by 285%.

Education

MBA Fairleigh Dickinson University GPA: cum laude cum laude

BS University of Richmond. AA - Valley Forge Military Academy Mentored by disciples of Eliyahu M. Goldratt in Lean manufacturing

Skills

accounting, approach, automotive, BAAN, balance sheet, cash flow, coaching, continuous improvement, Cost Accounting, direction, driving, ERP, senior management, human resources, inventory, JD Edwards, leadership, TEAM BUILDING, Lean Manufacturing, Logistics, machinery, marketing, market, mentoring, Excel, MS Office, MS Outlook, PowerPoint, MS Project, MS Windows XP, Word, MRP, packaging, personnel, piano, problem solving, processes, process improvement, profit and loss, protocols, purchasing, quality, scheduling, strategic, strategic sourcing, Supply Chain Management, Visio