



LEADERSHIP ON-DEMAND

GM – MANUFACTURING

○ COMPANY PROFILE

- Heavy duty manufacturing, family owned
- \$25 million in size

○ POSITION/TIMEFRAME

- General Manager
- 12 weeks, transitioned in FT replacement

○ SITUATION

- 12 month leadership gap created issues
- 12 month slide in EBIT, quality, customer complaints, delivery and morale
- Inexperienced management team
- Poor MRP implementation

○ IMPLEMENTATION

- Stopped excess purchase activity
- Corrected MRP forecast and safety stock errors
- Launched and completed 35 day project to eliminate external warehouse
- Established S&OP with cross functional collaboration with forecast reviews & capacity planning
- Expanded QA surveillance, corrective and preventive actions
- Established cross functional bottle neck identification and resolution
- Addressed Sample Order Performance

○ RESULTS

- Sample Order lead time reduced by 50%+
- Sample Order volume capacity increased by 3x
- Overall cost reductions while decreasing defects, rework & lead times
- Decreased customer complaints



Sample Order volume increased 3x



Sample Order lead time reduced by 50%



Operations cost, inventories, defects, rework, customer complaints, lead times



Employee morale and productivity



His operational expertise has made a lasting impact in our direction and approach; he has aimed us in the correct direction for success.