

LEADERSHIP ON-DEMAND

COO – MANUFACTURING

○ COMPANY PROFILE

- Manufacturer of automotive aftermarket parts
- Mid-market, 50 employees, family owned

○ POSITION/TIMEFRAME

- Chief Operating Officer
- 2-3 days/week for 6 months

○ SITUATION

- Increasing cost of goods
- Needed to restructure management team
- Need for improvement in SKU mix, pricing, fill rates and line productivity
- Company lost strive for excellence

○ IMPLEMENTATION

- Implemented one page strategic plan down from 27 pages
- Established dashboards to drive and manage business for each department
- Focused on 60 and 90 day attainable action plans rather than one year
- Created business champions giving full authority to run their departments in best interest of the company
- Performed full line and SKU analysis
- Optimized line production & work schedules
- Established team decision making

○ RESULTS

- Provided savings equivalent to 3x increase in sales
- 50% drop in costs of goods
- 300 SKUs identified for price increase
- Dropped 100 slow selling SKUs
- Fill rate increased by 20%
- Reduced variability on production lines
- Decreased scrap by 4%
- Decreased delivery time



20% increase in fill rates



36% reduced COGS



Reduced 100 non-productive SKUs



4% reduction in scrap



The executive was a key part in bringing the group together that was left after the transition and coming up with the game plan going forward.