

Manufacturing and Supply Chain Network Experience

Analysis

Situation – 4 newly-acquired manufacturing plants need to incorporate into existing production network (SA Client)

- **Actions -**
 - Defined process to be used in all decision regarding production location moves that resulted from cost improvement actions, new product development, or strategic actions
 - Created detailed criteria and metrics to compare all possible internal manufacturing and supply chain scenarios.
 - Aligned and trained all key players on execution and kicked off new process
- **Result** – successful implementations and business now uses this process for all production and supply chain moves allowing attainment of tactical and strategic goals
- **Situation –plant upcoming move that was months behind schedule** - plant-specific profitability drivers needed to be understood in high-profile local plant (RXN P&MC)
- **Actions –**
 - Analyzed, defined and aligned on profitability within the plant (where it was making and losing money), defined key actions and resources to execute improvement actions
 - Executed actions to improve productivity and prepare for relocation of the plant that included:
 - Low-investment process upgrades to reduce overhead, costs, maintenance support risks, and ease of transferring for high-tonnage press operations
 - Simplified product offering (via 80/20) for assembly operations to reduce headcount and operations complexity
 - Simplified warehouse offering and footprint usage so it could be transferred to appropriate location
- **Result** – >12% GP improvement, footprint needs reduced from 400k to 200k sq-ft, and plant readiness for upcoming successful relocation

Situation – Cross-town facility move well behind schedule with no project leadership

(SA client)

- **Actions –**
 - Defined and aligned team on responsibilities, actions, and responsibilities for move preparation and execution actions.
 - Created layout of new site for greatly improved safety and material flow
 - Led hands-on project management of infrastructure build at new site (air, electric, infrastructure, offices, etc.)
 - Managed detailed execution and tracking of cell-by-cell moves
- **Result** – accelerated actions to catch-up on timeline resulting in on-time and on-budget move

Planning and Road Mapping

Situation – significant EBITDA improvement committed though Supply Chain and Footprint Optimization, but plan was needed to begin aligned program execution (RXN P&MC)

- **Actions –** covering analysis, scenario comparison and alignment, roadmap execution
 - Analyzed and created scenarios for attaining improved footprint in NA operations by defining critical variables to compare scenarios (included both ongoing manufacturing and implementation costs)
 - Required definition and analysis of technology and facility investment, plant moves and closures, supplier changes, ERP upgrades and integration, communication, change management, and financial impact and timing
 - Aligned with key leaders on scenarios being investigated to create multi-year roadmap of actions regarding ~ 20 sites and their supporting supply chain to attain improvement goals
 - Coordinated plant moves with other simplification, technology improvement, supplier, and other actions that prepared multiple plants for future transfers while continuing to meet daily operational commitments
 - Monitored, adjusted, and continually aligned roadmap execution
- **Result** – over course of program, well over \$15M annualized EBITDA impact attained with continuing plans in process for future moves and resulting improvement

Situation –roadmap to achieve committed EBITDA improvement required multiple coordinated plant actions - moves, closures, supplier transitions between US sites, new MX facility and within China footprint. (RXN P&MC)

- **Actions -**
 - Defined, planned, and managed resources for individual moves, including “preparation” actions (e.g. MRP updates, supply chain changes, plant simplification, product offering simplification (80/20)) which were needed months before the physical moves
 - Coordinated communication and change management within impacted manufacturing sites,

- Managed leaders of execution at individual sites through project reviews, metrics and monitoring, and providing project manager guidance
- **Result** – completion of 10 facility moves and attainment of forecasted EBITDA impact attained within short timelines

Situation – Production transfer to Mexico months behind-schedule with lack of alignment on project requirements and responsibilities (SA Client)

- **Actions** -
 - Gained project understanding and realigned focus from failing supply chain move to an internal process move
 - Created new overall plan to include all needed parts of action (e.g. MRP updates)
 - Built execution cadence between all needed parts of the org
 - Led “catch-up” actions to get back on track
- **Result** – met adjusted timeline to achieve fiscal commitments

Execution

Situation – Mexico-based low-cost production capability needed to achieve EBITDA improvement goal (RXN P&MC)

- **Actions** -
 - Networked with internal and external experts for approach to define all components of the plan needed to investigate, define and implement business structure - manufacturing, legal, supply chain, logistics, and organizational
 - Led execution of the investigation with detailed hands-on definition of the location and requirements of the new facility (from concept through new location specifics and partners)
 - Included regional location analysis, site selection, internal coordination and approval, facility lease negotiation, and construction monitoring and coordination
 - Led real estate finalization and facility build at the new location, coordinating with the new plant leadership
 - Coordinated timing of manufacturing moves with business structure build
- **Result** –new 240k sq-ft initial Monterrey, NL facility built in time to support improvement roadmap, with option for 2nd and 3rd buildings (one built soon after 1st one). Shelter partner defined and agreement in place.

Situation –move of a 400-person union-represented site was a critical component of the EBITDA improvement but the site leadership departed 2 months before the planned move announcement (RXN P&MC)

- **Actions** –
 - Assumed leadership for the plant prior to the planned announcement by re-locating to the plant site and remaining there until plant move and closure was completed
 - Led technical preparation for the future plant move to new Mexico facility (e.g. supply chain move, investment in new equipment, and process documentation aligned with new facility preparation)
 - Prepared for and personally announced the move to all associates at the facility (this was a very public announcement during an election year); continued follow-up relations with the associates on site
 - Led union negotiation of the plant closure agreement and partnered with local HR team to manage separation process for all union and salaried employees over approximately 6 months transition
 - Managed day-day site operations to continue meeting SQDC targets and ramp-up/down
- **Result** – completed move with minor delays to projected timing and over-reached EBITDA improvement target. New Mexico facility production of product and prepared for future moves from other facilities

Situation – consolidation of 4 similar plants into one location for an electrical power distribution business needed to support profitability improvement goals (DHR)

- **Actions** – Restructuring and consolidation into one operating unit and plant location
 - Defined specifics of new location including processes to be consolidated, location, and overhead structure needed
 - Led preparation of new facility
 - Directly led move of one location and coordinated move of other three
- **Result** – on-time / under-budget consolidation of four facilities resulting in \$5M annualized operating profit improvement