



Operations Leadership On-Demand Manufacturer

Company Profile

- Manufacturer of remote control car parts to distributors
- Mid-market, 50 employees
- Family owned

Position/Timeframe

- COO
- 2-3 days/week for 6 months

Situation

- Increasing cost of goods
- Needed to restructure management team

Key Challenges/Issues

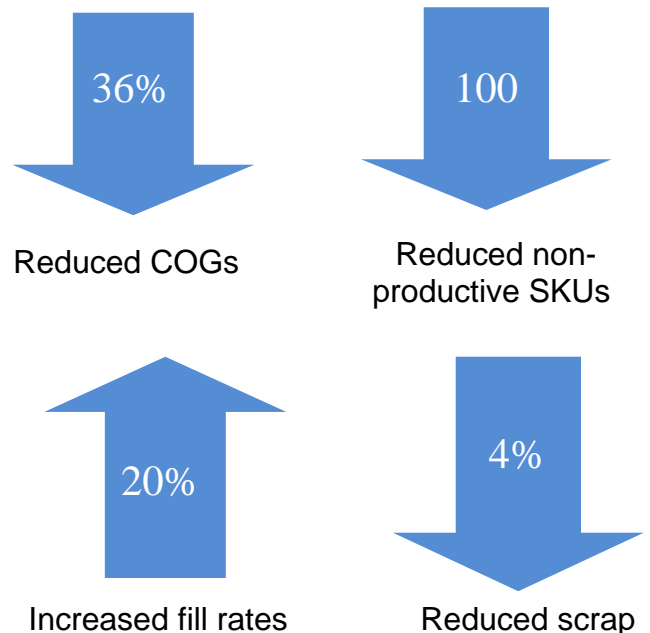
- Need for improvement in SKU mix, pricing, fill rates and line productivity
- Company lost strive for excellence

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 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 and work schedules
- Established team decision making

Results

- 36% drop in cost of goods
- 300 SKUs identified to warrant price increase
- Dropped 100 slow selling SKUs
- Fill rate increased by 20%
- Reduced variability on production lines
- Decreased scrap by 4%



CEO Comment

“Marc was a key part in bringing the group together that was left after the transition and coming up with the game plan going forward”

Employee Comment

“What you saw in me made a difference in my life. Thank you for believing in me”