



CEO/President: Leadership On-Demand Manufacturing

Company Profile

- Manufacturing
- Family owned business
- \$17 million, 48 employees

Position/Timeframe

- CEO/President
- 4-5 days/week, 3 months

Situation

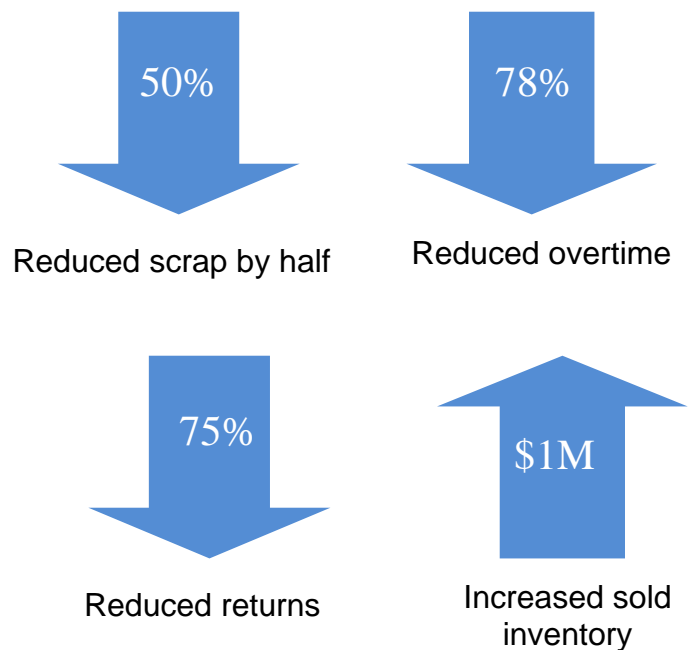
- Father (owner/operator) passed away suddenly
- Succession planning had not been done so there was no clear leadership
- Company was losing money, knew something was wrong
- Lack of strategic plan and reporting for decision making
- Lack of inter-department sharing
- Inaccurate financials
- Outdated ERP system

Implementation

- Realigned culture to Expect Excellence
- Implemented LEAN manufacturing
- Initiated regular meetings & reporting
- Initial dashboard formulated to drive key core metrics
- Analyzed and addressed scrap, overtime, and returns
- Aligned customer terms with industry standards improving profitability
- Reorganized warehouses
- Analyzed and implemented state of the art scanning system
- Right sized organization to current business needs and conditions

Results

- 50% scrap reduction
- 78% reduction in Overtime
- 75% reduction in returns
- Found additional \$1M in sold inventory
- 15% reduction in storage costs
- 50% reduction in SKU's
- 10% reduction in workforce



Client Comments

"[The interim] was the right choice so we could make the tough change in leadership. He helped us see the harsh realities of the state of the company and he pointed us to the road of recovery until we found our permanent solution."

Company Owner