

DAVID M HALL

dmhall0@gmail.com

859-835-2434

SUMMARY

I love business, especially when it involves building stuff. Manufacturing - when done well - is a work of art. You are more likely to catch me watching MSNBC or listening to Bloomberg Radio than ESPN or a music station. My first experience / training in manufacturing was with one of the best in the business - Toyota - and I knew right then that the manufacturing world was where I wanted to call home. This had a big impact on my desire to get advanced degrees in Lean Manufacturing and Manufacturing Systems Engineering.

I am a firm believer in systems thinking. As Dr Deming stated; "94% of errors can be attributed to a failure in the system while only 6% is caused by human behavior". There will be problems in manufacturing... always... guaranteed. The important thing is to do a root-cause analysis and develop a robust counter-measure which prevents problems from occurring again. This is the only way your operations will ever achieve excellence.

The manufacturing environment will determine which improvement methodology is best. Whether it is the Idea behind Theory of Constraints (TOC), the Simplicity of Quick Response Manufacturing (QRM), the Tools of Lean, or the Detail of Six Sigma; they all have their usefulness.

I really enjoy the strategy development process. To decide the future of the company and then create the methods in which you will achieve it is an awesome experience and process.

I feel I have a talent at pointing out inefficiencies and waste. Whether its a manufacturing process or office function, after some observation and questioning I can typically find a way to make the task cheaper, easier, faster, or better.

Top-10 Books that have influenced my business thinking:

1. Good To Great
2. The Toyota Way
3. Competitive Strategy
4. The Breakthrough Company
5. TopGrading
6. Inc Magazine
7. The Art of Innovation
8. Jump Start Your Business Brain
9. Business - The Ultimate Resource
10. The Art of Being an Executive

SKILLS

Lean Manufacturing	Continuous Improvement	Supply Chain Management
Six Sigma	Supply Chain	Kaizen
Value Stream Mapping	Kanban	Process Improvement
5S	Logistics	MRP
Purchasing	Visual Management	Product Development
Manufacturing Engineering	Inventory Management	Warehousing
Operations Management	Toyota Production System	QRM
Strategic Planning	Change Management	Theory of Constraints
Sales & Operations Planning	Operational Excellence	

EXPERIENCE

Bonfiglioli USA

12 / 2012 - Present

Vice President of Operations

- Bonfiglioli designs, manufactures and distributes a complete range of gearmotors, drive systems and planetary gearboxes.
- Hired as the Strategic Supply Chain & Operations Manager. After several months was moved to the VP of Operations role.
- Responsible of the North American Operations in both the United States and Canada for the Mobile/Wind, Industrial, and Photo-voltaic Business Units.
- Oversight of the production, quality, supply chain, aftersales & warranty, and process engineering departments.
- As member of the executive committee work directly with the President on such topics as:
 - Key corporate planning issues that relate and impact the operations of the company.
 - Shape and develop North American strategy and organization.
 - Report on business activities, performance, opportunities, and recommended courses of action to the Headquarters.
 - Act as a sounding board for the Business Unit Division Managers.
 - Develop an organizational culture in which passion for continuous improvement is innate.
- Identify opportunities and areas for improvement within each department and business unit.
- Determine resource allocation among business units and North American facilities.
- Lead managers to evaluate and take actions that are consistent with the company's overall strategy.
- Challenge basic assumptions underlying each Division's operations.
- Set performance goals tailored to each reporting division.
- Develop operational goals for each division tied to the long-term goals of the company.
- Monitor division performance against business goals to ensure progress.
- Create and ensure adherence to the annual budgets for the North American operations departments.
- Improve customer satisfaction/loyalty through improved operations.
- Implement productivity/quality metrics and incentive programs designed to minimize costs and enhance efficiency.
- Enhance layout of workflow, equipment, and assembly procedures for optimal performance.

LeanCor

12 / 2009 - 11 / 2012

Lean Deployment Specialist

- A company with Training & Education, Supply Chain Consulting, and 3PL Services with the concepts of Lean at the heart of everything they do.
- As a member of the Supply Chain Consulting group worked with clients from the Mom-n-Pop's to Fortune 100 companies with each project being unique. Projects included:
 - Analyze Total Cost Models on many different aspects of business and the supply chain to realize potential hard and soft dollar savings.
 - Develop a Road Map to guide clients on their lean journey through instruction, training, and implementation of tools, processes, and procedures.
 - Analyze the current distribution network, review client locations and buying habits, and then recommend the best locations for the distribution centers and what products to stock in each warehouse.
 - Design and build business dashboard to display trends of shipping / receiving efficiencies, labor utilization,

manufacturing expenses breakdown, first time quality measurement, inventory trends, Supplier fill-rate, Supplier on-time-delivery.

- On a specific consulting job was the acting Supply Chain Manager to assist in the international office transition. Specific duties included:
 - Co-lead all new product development projects responsible for part number creation, Bill of Material creation and maintenance, supplier product launch tracking, product master spec sheet creation, and project time-line and tracking.
 - Collaborate with Sales and Engineering to reduce product cost, increase quality, and reduce part variation from one model to the next.
 - Work with Sales, Marketing, Production, and Vendors to schedule monthly assembly plan.
 - Lead Sales & Operations Planning meetings to balance Supply vs Demand, prepare for future fluctuations in forecast, and ensure plans are meeting budget targets for sales, production, and inventory.

Fusite Division of Emerson Electric

2008 - 2009

Production Control Manager

- A global leader in glass-to-metal hermetic seals used in industries such as AC & Refrigeration, Industrial Applications, and RF Electronics.
- Originally hired as the 1st Shift / Lead Supervisor after several months was promoted to the Production Control Manager.
- Responsible for developing the production schedule for the 3-shift, 100+ employee assembly operation.
- Managed the scheduling of all raw materials and components, monthly tracking of inventory, and inventory reduction initiatives including the implementation of internal and external kanbans with both suppliers and customers.
- Supervise the Shipping & Receiving Department and Stock Room.
- During monthly S&OP meetings report on Operational targets for production and inventory.
- A very successful project was the redesign the production floor resulting in part handling reduction of up to 69%; condense floor space by 25%; and cut throughput by 10%.

Sea Star Manufacturing Inc

2006 - 2008

Vice President of Manufacturing / Part Owner

- A fiberglass boat manufacturer with models ranging from 16 to 21 feet in length. 3 product lines including recessed-deck fishing boats, flat-deck fishing boats, and recreation V-haul boats.
- As a member of the management buyout team was responsible for performing due diligence on the manufacturing portion of the business. This included evaluating equipment capacity, raw material inventory, Bill of Materials, tooling & die condition, and work in process quality.
- Lead meetings to discuss operations planning, monthly sales forecasts, cost reduction initiatives, and standard accounting forms review.
- Managed inventory control, production scheduling, and component ordering. Worked directly with vendors and suppliers. Investigate cost reduction opportunities. Build in quality control and checks at each work station and final quality audit. Direct responsibility over production floor personnel.

Trim Masters

2004 - 2006

Design Engineer

- Tier 1 supplier of vehicle interiors to Toyota.
- Responsible for new seat design management for multiple Toyota vehicles (Camry, Solara, and Hybrid Camry). Tasks include check, issue, and track all component drawings, make changes to drawings on CAD, issue Engineering Change Instructions, file Design Investigation Requests, and support manufacturing plants.
- Attend and often lead weekly meetings to report on the status of designs spanning multiple programs; leading up to PPAP including FAT, SAT, and Run@Rate at the vehicle assembly plants.

Toyota Motor Manufacturing of Kentucky

2001 - 2002

Co-Op / Process Engineer

- 3 Co-Op terms alternating between school and work.
- Worked in the Process Engineering Department for Assembly 1 and 2.
- Responsibilities included oversight of assembly, tool change out, and reprocessing of work cells. Originate Scope of Work documents including subsequent bid analysis, negotiation, contractor/vendor selection, implementation, and job oversight.
- Developed a common part between the Camry and Avalon vehicles that resulted in significant cost savings and inventory reduction.
- On 3rd term was acting Head Process Engineer for Final Lines 1 and 2 in Assembly 1. During this time managed all modifications, equipment installs, and changeovers on the line.

EDUCATION

University of Kentucky

2008 - 2012

Masters of Science , Manufacturing Systems Engineering

University of Kentucky

1999 - 2004

Bachelors of Science , Mechanical Engineering

UK Cross-Country & Track Athlete; UK Cycling Team; American Society of Mechanical Engineers; Order of the Engineer;

CERTIFICATIONS

Innovation Engineering Executive Program

08 / 2014

Eureka! Ranch

Lean Supply Chain Professional

10 / 2012

LeanCor LLC

Six-Sigma Greenbelt Certification

03 / 2012

LeanCor LLC

Masters Certificate in Lean Manufacturing

11 / 2009

University of Kentucky

Measurement-Based Management Specialist

07 / 2009

*University of Kentucky***Lean Executive Leadership Institute Graduate**

04 / 2009

University of Kentucky

PUBLICATIONS

Right-sizing Inventory for Optimal Efficiency and Performance

05 / 2014

2014 Industry Week Magazine Best Plants Conference · Authors: David M Hall · <http://www.industryweek.com/>

During this presentation attendees will learn that reducing inventory may not be in the best interest of the organization, and in many cases right-sizing requires increasing inventory levels. While this could be seen as against company policy and the “lean” mentality, when properly managed inventory can be a valuable ally to the company. See in this case study how Bonfiglioli USA increased its inventory and the dramatic impact it had on the organization to service its customer, improve operational efficiencies and ultimately reduce costs.

Waste-full Strategy - Lean Implementation Strategies

10 / 2013

2013 AME Toronto Conference - Breakthrough to Your Leading Edge · Authors: David M Hall · <http://www.ame.org/>

In this case study presentation, attendees learned how to successfully implement lean strategies in their operations through utilization of lean tools and theories. While inventory is seen as one of the major wastes in Lean, when properly managed it can help to reduce customer demand variation, assist in level-loading the manufacturing processes, and streamline demands on the supply chain.