

ENSURED CORPORATE ANNUAL OPERATING PLANS WERE ACHIEVED THROUGH IMPLEMENTED PROCESS IMPROVEMENTS

Functional Area: Operations

Industry: Manufacture of Process Control and Automation Products for Industrial Applications.

Strategic Issue: To control operational expense budgets and capital budgets.

Challenge: To ensure corporate annual operating plans were achieved through appropriate productivity, lean , continuous improvement, quality and engineering initiatives.

Action: Implemented organizational change incorporating several functions to form an efficient manufacturing/operations business unit through talent management, human resource and the development of succession plans for all positions.

Developed/managed supported globalization initiatives in Mexico, China Brazil & Poland, building plants and transferring product lines to achieve 15% efficiency gains. Successfully implemented plant closure, transitioning complex and diverse products to sister facilities, allowing improved focus on remaining core competencies while driving manufacturing consistency across N. A. and European facilities

Implemented new MRP system into the Canadian materials operation driving efficiencies across the organization & initiated same into the manufacturing function.

Outcome/Result: Managed all manufacturing and associated support activities to improve “ On Time Delivery” from 40% to 90% in 3 years.

HELPED NEW MANAGEMENT REGAIN FINANCIAL CONTROL

Functional Area: General Management

Industry: Mining Equipment

Strategic Issue: After the sudden death of the president, his widow took over management. She had no hands-on experience or formal business training.

Challenge: The business was struggling with cost control, production planning for long lead-time products and customer service.

Action: Acted as mentor to the new president as well as putting several procedures in place. These included a detailed production planning schedule, better cash management, improved customer communications and more on-time deliveries.

Outcome/Result: Resolved several significant customer claims, which avoided costs of \$350K. Completed a Scientific Research and Experimental Development (SR&ED) application for the company.



IDENTIFIED & IMPLEMENTED PROCESS IMPROVEMENTS TO TAKE COMPANY FROM BANKRUPTCY TO FINANCIAL STABILITY

Functional Area: Operations

Industry: Aerospace

Strategic Issue: To remove threat of Bankruptcy and place company on stable financial footing

Challenge: To identify process improvements in all areas of the business to build foundations for longevity.

Action: Controlled P&L (\$120M USD), operational expense and capital budgets (\$5M USD) to ensure corporate annual operating plans were achieved through appropriate productivity, lean, quality and engineering initiatives.

Re-established relationships with key customers to generate improved sales and negotiated multi-year agreements to establish a foundation for future revenue streams over the next 7 years.

Improved throughput from an average of 3 customer units/month to 10/month whilst reducing quality defects 10 fold per unit (from approximately 50 to 5).

Drove culture change through the implementation of several initiatives including: talent management (creating high performance teams); continuous improvement (new processes and IT systems to eliminate waste); load/capacity, and staffing plan initiatives; quarterly/monthly keynote speaker at all employee meetings.

Successfully negotiated union collective agreement three months prior to contract end, avoiding a traditional 'strike' situation.

Outcome/Result: Company was taken out of Bankruptcy to generating EBITDA (average \$750K)/month for last quarter)

INVESTIGATIVE STUDY OF NEW ACQUISITION

Functional Area: General Business Management

Industry: Food and Beverage

Strategic Issue: A major distributor acquired a supplier who was in financial difficulty as a defensive measure to protect their supply chain. The distributor had very little knowledge of the manufacturing processes that they were acquiring.

Challenge: Evaluate the acquisition considering the following factors:

1. manufacturing -
 - a. processes
 - b. facilities
 - c. staff
2. sales and marketing
3. quality
4. regulatory compliance
5. financial controls
6. managerial and technical skills of the distributor's management team as they pertained to the acquisition.

Action: Conducted an in depth analysis that consisted of the following:

1. discrete interviews with distribution management team and all employees at the acquisition,
2. review of all quality procedures as related to good manufacturing practices (GMP) and Canadian Food Inspection Agency regulatory requirements,
3. review of all production equipment, processes and specifications for performance and GMP compliance,
4. review product offerings and markets served,
5. review of facilities for GMP compliance, and
6. review of all employees' job descriptions, performance as related to the business requirements.

Outcome/Result: The client received an in-depth analysis of the current condition plus a detailed outline of the path forward to achieve the financial and business needs as defined during the acquisition. The client accepted the recommendations made by Atticus who then implemented the action plan which resulted in saving the company.

LEAN MANUFACTURING REVERSED DIVISION'S FORTUNES

Functional Area: Operations

Industry: Consumer and industrial packaging

Strategic Issue: A division was losing money and in danger of being closed. The corporate philosophy of high volume production runs did not match the needs of this division's market. The company wanted to prepare the division for sale.

Challenge: Manufacturing operations were misaligned with the market's demand for flexible, short runs allowing for quick response to the end consumer demands. Off shore competitors had captured the high volume demand through lower costs, lower prices and the economics of full container shipments.

Action: Developed a business plan to meet the financial needs of the corporation while meeting the product/price/delivery needs of the customers. Employed lean manufacturing concepts such as quick die change and innovated printing processes to reduce high fixed changeover costs, facilitate shorter runs and lower operating costs. Improved the planning process to minimize in-process inventory and improve cash flow. Restructured the sales force to be in line with the customers.

Outcome/Result: Two manufacturing facilities and one warehouse became surplus. The division returned to profitability within the year and received industry innovation awards for new product designs. The entire corporation was sold with this division's accomplishments being cited as a key attraction.

LEANER OPERATIONS TURN LOSS INTO PROFIT

Functional Area: Business Restructuring

Industry: Packaging

Strategic Issue: The Canadian division of a major global packaging company was losing \$19M on sales of \$60M.

Challenge: Restructure the business to return to profitability and achieve the corporation's world class operations objectives.

Action: Restructured all areas of the business (sales, marketing, operations, engineering and quality) using lean business techniques to optimize performance and reduce costs.

Outcome/Result: The division returned to profitability in less than 12 months as manpower was reduced by 80% while productivity rose 90%. Sales increased to match productivity. This performance turnaround caused one international competitor to withdraw from the Canadian market.



NEW STRATEGIC PLAN TURNS LOSS TO A PROFIT

Functional Area: Strategic Planning & Operations

Industry: Consumer, industrial and military packaging/containers

Strategic Issue: Need to turnaround a division's performance to make it an attractive acquisition.

Challenge: A Maryland division of a \$1B U.S. corporation was losing \$9M/year and identified for divestiture. Business prospects needed to be improved to make it saleable.

Action: Developed a new strategic plan better aligned to customer needs and the technology and capabilities of the division. This strategy identified new markets with higher profit margins and changed the business vision from a follower to a leader.

Restructured the business to align with the strategic plan. Used lean business philosophies to maximize the ROI.

Outcome/Result: Returned the business to profitability within year one and achieved an 18% EBITDA in year two. The company won an industry award for innovation.

