

Summary of Experience

Mike Schaffner has more than 35 years of industrial, consulting and construction experience in manufacturing operations, engineering, supply chain, maintenance and facilities, mergers and acquisitions, company consolidation and integrations, and the development and delivery of lean training programs. Mike has proven strengths in leadership, planning, organization, new process and product implementation, and introduction of new business strategies. He has delivered new products and processes, new operational strategies, lean one-piece flow and material replenishment systems, product quality improvements, plant-wide productivity improvements, work center management systems, rationalization and consolidation of products, processes, facilities and distribution channels, and project management including new facility construction, multi-million dollar productivity improvements and new business integrations. His career experience is across diverse industries and business sizes (automotive suppliers, electronics and electrical equipment, consumer goods, industrial equipment, pharmaceuticals, nuclear power equipment, HVACR equipment, furniture, oil and gas production and services, telecommunications equipment, and outdoor power equipment suppliers). Mike's consulting clients have included Ace Products, Basler Electric, Code 3 PSE, Connectivity Solutions, Devon Energy, DuPont®, Engineered Products Industries LLC, Federal Mogul, Fleetguard Nelson, Gecom, Kimball International, McNeil Pharmaceuticals, Roper Industries, Schlumberger, Sentry Group, York International, and Werner Ladder and Syncrude. Prior to his consulting career, Mike worked for Westinghouse, Wagner Electric, and Nordyne.

Selected Accomplishments

- Organized and led team from multiple plants and companies that reviewed products, manufacturing operations, locations and distribution channels following a merger that led to standardized products while maintaining multi-company offerings to market and the closing of four plants and expanding two others while increasing capacity.
- Led project to help introduce a key new product to capture market share by the manufacture of a totally new two-piece interlocking plastic molded wheel for an outdoor power equipment and material handling products company at a lower cost and better performance than any other available in the industry as part of a turnaround program.
- Analyzed a multinational manufacturer's production facilities and organization; improvements included restructuring two divisions into one, transferring operations between multiple sites and setting up additional assembly capacity in an existing facility.
- Supported inventory reduction program (\$230MM to \$204MM globally in 6 months) while designing future state supply chain processes for multi-billion dollar division of Fortune 100 chemical company.
- Led project that designed and implemented facility consolidation of 8 plants into 1 eliminating redundant operations and resources; several Kaizen events implemented additional improvements with payback in less than 2 years.
- Led implementation of a flow process building electronic controls to customer demand where ten product families were produced on four lines that reduced customer lead time from seven weeks to four days and finished goods inventory 80% while increasing on-time shipments to 99%, productivity by 17% and yields 6%; also designed ERP modifications necessary to support new supply chain requirements.
- Led team that improved delivery performance from 71% to 92% in 6 months by reducing cycle time, transitions, quality tests and frequency with changes implemented with 14 Kaizen events, 3 projects and 18 "just-do-it" involving 24% of all employees; managed plant wide communication with web, video, newsletter and visual metrics.
- Led lean manufacturing implementation for a high-volume consumer products manufacturer that increased capacity over 40% through downtime reduction while productivity increased 28% through a cellular manufacturing process; implemented 5S, quick-change setups, visual work instructions and flow manufacturing via Kaizen events.
- Implemented visual and electronic kanbans for over 2,000 parts used by multiple cellular flow and assembly lines for a supplier to the telecommunications industry; modified SAP supply chain system for new processes.
- Led significant manufacturing / supply chain improvement effort for a manufacturer of protective film that used kaizen to help reduce material handling by over 35%, eliminate bottlenecks, install pull signals for next operation and use visual management for quality holds and multi-shift production runs; reduced lead time and lost material via simplification of material flow saved \$100M in production overruns.

Educational Background

Master of Science, Engineering Management, University of Missouri-Rolla
Bachelor of Science, Electrical Engineering, University of Missouri-Rolla