

Summary of Experience

David Kane is an acknowledged leader in the area of organizational change including leadership, mobilization, design and culture. He is a specialist in building organizations' capabilities to accelerate major change and achieve sustainable results – especially through broad organizational engagement. Working extensively in the process industries, he has been involved in a wide range of significant improvement initiatives including Operational / Supply Chain Excellence that have combined a variety of hard tools including lean six sigma with innovative change management approaches. One of his major clients cited David as instrumental in their \$2 billion cash flow improvement. David's clients have included General Motors, Union Carbide, BASF, ICI, Shell, ExxonMobil, Praxair, Rohm and Haas, Millennium, Eli Lilly, SanofiAventis, AstraZeneca, Cooper Industries, Borealis, TD Williamson, Central Garden & Pet, British Petroleum, DuPont and the United States' Veterans Health Administration. He has written numerous articles and been active in the organizational effectiveness field for the last 25+ years.

Selected Accomplishments

- Helped a leading European plastics firm frame and launch their OPEX II initiative based on lean concepts and methods that has yielded more than several €MM from the initial pilot kaizen-based projects
- Helped design and launch an Operational Excellence program for a European plastics firm that engaged their leaders/people to validate operational issues, evaluate as-is situation across locations, develop standards / Best Practices, establish an implementation plan, and then mobilize the organization to achieve €75 million performance improvement and shifted their position relative to their industry peers.
- Led the global lean/6σ supply chain transformation / ERP Value Capture initiative for a leading chemicals firm that delivered over \$1B financial impact while increasing their capability to serve their customers and markets
- Co-led a rapid lean/6σ effort for a global fibers business that released significant (>5%) capacity from its' hidden factory without capital within 6 months while also holding/reducing costs that delivered more than \$3.4MM PTOI and >\$35MM long term; this initiative included lean-sigma training for leaders and the general population.
- Co-led a high performance / lean process & cultural change effort for a European chemicals firm across their R&D laboratories that delivered >22% throughput (capacity) improvement, 93% schedule adherence, >93% test time utilization, reduced Product Development project cycle time (>60%), and contributed to significant deferred/avoided infrastructure investment and €14MM fixed cost in-pocket savings.
- Led a lean/6σ effort focused on waste elimination and defect reduction for a global plastics producer to achieve a 4x reduction in quality defects, significantly improve yields and throughput, and realize a step-change reduction in working capital & cost via developing & leveraging a Lean Continuous Improvement Champion (LCIC) network.
- Led the analysis, design and implementation of a lean/6σ structural change “Repositioning for Growth” initiative that delivered more than \$100 million annual fixed cost savings while improving the competitive positioning of a global plastics SBU and enabling future growth of over \$100 million incremental revenue
- Led the analysis, design and implementation of a lean/6σ manufacturing initiative for a global chemicals business targeted at 25% cost reduction and 25% reliability improvement
- Played a leading role in the organization design / change management of a pharmaceutical firm's Site Excellence initiative that delivered significant increases in labor efficiency, reductions in scrap, WIP & cycle time with documented savings of more than 15% and a continuous improvement approach in place to enhance the gains
- Led an effort to accelerate a step-change (+20%) in OEE performance for a large pharmaceutical manufacturing/packaging site through enabled flow, catapult events, standard work & sustainability principles.
- Led a major 6σ change program in a global plastics business involving product line (portfolio) management, network, line & site optimization, lean manufacturing, supply chain management and high performance organization concepts - delivering more than \$50 million annualized benefits and operational improvements
- Led a High-Performing Organization effort for multiple divisions of a major chemicals client, delivering more than \$80 million in benefits to the client through strategic, process, people, and cultural improvements.
- Helped design/implement a business-driven, lean, high-performance operations organization design model for a major chemicals firm that significantly contributed to improved performance & delivered >\$60 million in benefits.

Educational Background

MS, Organizational Psychology, Hahnemann University
BS, Biology and Psychology, University of Michigan