

Summary of Experience

Ralf Gaebel, located in Germany, is a senior management consultant with more than 26 years of industry and consulting experience in manufacturing industries, particularly in Production Technology Development, Industrial Engineering, Maintenance, Tooling, New Product Development and Manufacturing. With and a strong history of significant bottom line benefits from strategic and operational improvement programs based on sound lean principles, Ralf brings a strong focus on the development of people's capabilities at all levels of his clients' organizations to enabling the results. A lean master/expert and six-sigma master black belt, he is experienced in the design and implementation of key change initiatives in international companies in the automotive, electronics, packaging, SRS, and semiconductor industries in addition to the chemicals and processing industries. He has been involved in numerous projects for firms including DuPont, Siemens, Honeywell, SKF, Sick, Alcan, Enpro Industries, Henkel, and Mercedes Benz. He has trained and certified 300 Black Belts and Lean Experts and more than 1000 Green Belts in classroom training and has done extensive project coaching of both line and improvement managers. Prior to his consulting career, Ralf built a solid foundation of line leadership experience at Allied Signal serving for over 6 years as Director of Manufacturing Technology leading a department of 300 employees and 6 years leading a 200 person Maintenance (including the Toolshop) team.

Selected Accomplishments

- Led team in Polymer Business' Packaging Line ("PackIt") effort to reduce set up times 50 to 60%, doubling speed of product wheels, reduced inventory 30% with savings of 6 million US\$ achieved; the project was focused on complete supply chain.
- Led a European Task Force Optimization Team for a major global manufacturing firm working in different European business units identifying and delivering opportunities for capability improvements through set-up time reductions, TPM (Total Productive Maintenance), Baseline Assessments, VSM, Product Family Analysis, and Kaizen events with short-term improvements ranging typically from 10-20%.
- Led a packaging improvement project across 2 sites for a major process industry manufacturer that delivered savings of €5 million from yield (i.e. 30% scrap reduced to 5%), OEE and material flow improvements.
- Led project to implement process organization in multi-national manufacturing company that involved design of the process, development of administration tools and monitoring systems, and training of the employees; lead time was reduced from 4 weeks to 2 days; workload shortened 70%, inventory reduction 60%, space reduction 60% on time delivery improvement from 80 to 98%, profit margin increased to 45%.
- Provided extensive coaching on BB & MBB level to line leaders of a leading German electronics company to drive operational excellence in manufacturing and administration where average annual saving/candidate was 400 K€.
- Led business process reengineering project including redesign of material flows, integration of new production equipment, quality improvements and OEE optimization for major European manufacturing facility serving industrial applications for automotive, railway and aerospace that included 70 teams, several hundred team members and over 140 projects that supported cost reductions of over €75 million.
- Launched and led a 6 σ initiative for a major automotive supplier that delivered savings (after 8 months) of over €5 million including waste reduction (scrap & rework) and OEE (Overall Equipment Effectiveness) improvements.
- Built a Six Sigma / Lean Organization on a factory-wide level for a 2,000 person manufacturing site serving as Six Sigma and Lean Champion with 15BB, 10 Lean Experts and 180 GB with the realization of 600 successful projects with an overall saving of \$110 million (US\$) in 4 years.
- Helped a sealing manufacturing company reduce customer order lead-time for from 4 weeks to 1 day and achieve 98% OTD; performance of 1 day lead time target resulted after a transition period of 3 month and the whole factory was transformed to a process oriented organization with 5 value streams within a total project duration of 5 months.

Educational Background

Six Sigma Master Black Belt Certification

Lean Master Certification

Six Sigma Black Belt Certification

Lean Expert Certification, Allied Signal

BS, Production Technology University of Hannover, Germany

BS, Economics University of Berlin, Germany