Dale Keating

Triad Systems
People. Process. Performance.

Summary of Experience

Dale Keating is an accomplished senior consultant, trainer, and program leader in the area of manufacturing and operations excellence with a strong history of significant bottom line benefits from operational improvement programs based on sound change management. He is part of Triad's extended manufacturing/operations leadership team for the process industries including chemicals, pharmaceuticals and consumer products. Dale has been involved in a wide range of major change initiatives, including ones at General Motors, Delphi Automotive, Nestle, Novartis, ICI, Nova, ExxonMobil, Excel-Paralubes, Kellogg's, SmithKlineBeecham, Borealis and DuPont. He has more than 25 years of consulting/training and change management experience in various aspects of manufacturing (maintenance and operations) management, materials management, process engineering and production planning. Over his career, Dale has focused on client capability development as a key enabler for client change programs with significant bottom line performance improvement targets. His training and skill development efforts have centered on functional leadership/ management and functional skills associated with yield, throughput, cycle time reduction, schedule adherence, and productivity improvement.

Selected Accomplishments

- Helped train team members and facilitate several initial pilot kaizen-based projects for a leading European chemical firm's OPEX II initiative based on lean concepts and methods that has yielded several €MM.
- Led a high performance / lean process & cultural change effort for a European chemical 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 & defect reduction at a major site of a global chemical firm that achieved a 4x reduction in quality defects, significantly improved yields & throughput, and realized a step-change reduction in working capital & cost by leveraging an LCIC (Lean Continuous Improvement Champion) network.
- Helped lead the analysis and delivery of a lean/6σ manufacturing initiative for a global polymer business that delivered a 15% capacity gain through the application of 5S, Standard Work, and Quick Changeover while leveraging the power of Kaizen events as a rapid implementation tool.
- 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 that includes equipment and operational reliability, maintenance process and organization design, operating discipline, and leveraged services.
- Led a throughput improvement & cost reduction program across 4 European factories of a global food producer that increased throughput 40%-55% in 3 of the 4 factories, implemented $20M in cost reduction opportunities, generated a $16M revenue increase on a capacity constrained line, & put in place a shop floor control & management effectiveness program to ensure sustainability; scaled efforts into "Factory of the Future" deployment.
- Led the analysis, design and consulting/training of a 40% to 120% throughput improvement and a 20% to 30% cost reduction opportunity for a key manufacturing facilities of a global pharmaceutical firm using organizational redesign, changeover reduction, first pass yield improvements, inventory reduction, demand management and shop floor control and management effectiveness concepts.
- Served as expert resource to team leading major change program for phosphorous mining and process facility that identified opportunities to reduce fixed costs by 15%-21% & then implemented improvements that delivered an annual cost benefit run rate of >$4.5M (17%) & targeted throughput improvement of 10%; areas included S&OP, maintenance planning/scheduling processes & enhancement of 1st line supervisory capability/ effectiveness.
- Led a major improvement program for a global chemicals producer that improved first pass yield from 88% to 91% ($4.6 million revenue benefit), reduced manufacturing fixed costs by 29% ($12.5 million), reduced product changeover cycle times by 25% and equipment overhaul cycle time by 50%, and increased capacity by 27%.
- Led a major change program for a global chemicals business that resulted in annualized manufacturing fixed cost reduction of $50 million (21%) in a very challenging labor situation where union support for the restructuring program was achieved and maintained.

Educational Background

MA, History, University of Pittsburgh
BA, History, Penn State University