

## Summary of Experience

David McDonald has more than 30 years of broad-based experience in the design and implementation of major organizational changes which have streamlined operations, increased productivity, enhanced cash flow, grown revenues and improved profitability. He has successfully delivered business results from multiple perspectives as a functional leader, an interim manager, and a management consultant. This experience spans the oil, gas & chemicals, aerospace & defense, manufacturing & distribution, and consumer products & services industries. His areas of expertise include Lean Manufacturing, Integrated Supply Chain Management, Operations & Maintenance Effectiveness, and Project Management. His clients have included BASF, DuPont, Union Carbide, Shell E&P, CHC Helicopter, Weatherford, Hughes Aircraft, Goodyear, Owens Corning, Prudential Insurance, and Dell Computer.

## Selected Accomplishments

- Facilitated a major petroleum company through a multi-year continuous improvement project that improved operating margins by \$32 million, improving their performance from the 3rd to the 1st quartile, as benchmarked with competitors.
- Led the redesign of work processes in the areas of process reliability and maintenance effectiveness for a large chemical facility. Resulted in a 5% improvement in production volumes and a 30% reduction in contract labor.
- As Interim Vice President of Continuous Improvement for a global oilfield services company, employed Lean manufacturing philosophy and techniques, to drive operational benefits and savings across North American and European operations totaling more than \$11 M per year.
  - Reduced MRO turn-around-times from 174 days to 34 days with direct cost savings of \$6.1M per year.
  - Reduced receiving and shipping backlogs from 35 days to less than 1 day while enabling a 20% reduction in warehouse staffing levels that reduced labor costs by \$1.8M per year.
  - Improved maintenance scheduling and execution processes to improve availability of capital lease equipment by 5%, reducing customer penalties by \$1.6M per year.
- Led a joint client and consultant team through the analysis, design and implementation of a lean manufacturing / six sigma transformation process for a global manufacturer. Developed Value Stream Maps, conducted Kaizen and Total Productive Maintenance improvement activities, and created a plant-wide pull production system. Improved equipment reliability by 25% and increased plant throughput by 14%.
- Improved the processes and tools used to plan, schedule and coordinate production schedules and define customer requirements that reduced lead times from 16 to 6 weeks, and increased monthly shipments by 25%, or \$18 MM per year.
- Designed and implemented a Sales and Operations Planning process, and a set of structured management decision making guidelines. These new capabilities drove the reduction of finished goods inventory by 10% and improved customer order fill rates by 15%.
- Applied lean engineering practices to the redesign of critical business and engineering process, resulting in a reduction of the design-build cycle time for communication satellites from 30 months to 18 months.
- Directed the design and implementation of a cost and schedule control process for engineering changes that reduced associated material scrap and rework by 30%.
- Developed an approach to consolidate five regional operating groups into a single centralized organization that reduced annual operating costs by more than \$100 MM.
- Program Manager for an Enterprise Resource Planning (ERP) system. Developed integrated project schedules, communication plans, and a risk management matrix. Coordinated data conversion and user training activities. Defined and documented the new systems impact upon current business practices and work processes.

## Educational Background

Master of Science, Systems Management, University of Southern California  
Bachelor of Science, Industrial Engineering, Texas A&M University