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PROFILE

Willie is a certified Lean Sensei and author, seasoned in manufacturing and administrative process improvement. My focus is on eliminating waste in manufacturing, management and administrative processes. I am seeking to leverage my process/continual improvement expertise and industrial/service experience to help client companies eliminate waste to improve profits, productivity and process efficiencies.

INDEPENDENT CONSULTANT—1999 TO PRESENT

Some Recent Projects

- Conducted a Lean/value stream assessment for a HACCP compliant, mid-market airline caterer identifying bottlenecks and non-value-added waste in kitchen processes. Made recommendations to reduce production cycle time, ingredient days of inventory, and incomplete/incorrect orders utilizing the Lean techniques of work cells, pull scheduling, visual production scheduling, continuous flow, first pass yield, 5S, and problem solving and documented corrective action process.
- Conducted a Lean/value stream assessment of a HACCP and USDA regulated mid-market meat processor to identify waste, cost of poor quality and capacity losses. Made recommendations to increase capacity and reduce costs using Lean techniques such as SMED, 5S, visual systems, documented corrective/preventive action process, scrap reduction, cost of poor quality and first pass yield.
- Quick changeover kaizen and value stream mapping for an active pharmaceutical ingredient manufacturer resulting in increased capacity of 20%
- Process improvement for Delivery Services group of a major Health Care organization. Facilitated a team of employees to develop process/value stream maps, identified and reduced non-value-added activities resulting in a 40% reduction in cycle time
- Coached, trained, and facilitated teams of a major product safety certification organization implementing Lean techniques to reduce product certification cycle time and engineering project backlogs. Facilitated Lean System for Managing initiative for five Conformity Assessment Sections in a \$6 million division resulting in a 33% reduction in back logged projects for one section and improved workflow; Coached Lean change agent and 5S team to implement 5S in Canadian operation; Trained numerous employees and led Kaizens in the U.S., Europe and Asia in lean applications (takt time, VSM, root cause analysis, leveling, continuous flow, and first pass yield). Reduced order lead time from 7 days to 2 days for alarm protection group. Organization had their best quarter ever, due to Lean Process Improvements implemented. Revenues were up 20%. Profit margin up 40% and profit increased by \$10M.
- Designed, developed and delivered training programs in Lean process improvement, SPC, quality systems, Basic Six Sigma (DMAIC) problem solving, and business process improvement.

INTERNATIONAL JENSEN INC—4 Years

VICE PRESIDENT QUALITY/OPERATIONS SUPPORT SERVICES

- Reported to the President. Responsibilities included corporate quality, purchasing, warehousing and logistics. Mentored leadership team; led a team of six quality managers, 10 exempt purchasing employees and 4 exempt logistics associates. Also served as administrator for the design-engineering group of 35 engineers.
- Decimated the reject rate at the largest manufacturing facility from 25,000 PPM to 2500 PPM 6 months after implementing QS 9000 company-wide (7 locations).
- Brought ISO/QS 9000 project in two months under schedule and \$30,000 under budget.
- Built a scrap reduction team for the \$20MM magnet division to cut scrap costs from \$5.0MM to \$2.3MM in one year

- Mapped and redesigned the Engineering Product Development process reducing cycle time from a current state of 3 years to a future state of 18 months on first pass
- Slashed the cycle time of the product development process for the paper cone division from 18 months to 6 months.
- Led Project team that reduced the cost of poor quality for the consumer products division by \$750,000 in 8 months.
- In concert with the Accounting group established a cost of poor quality reporting system for all sites to help focus process improvement initiatives
- Company divided up and sold to multiple buyers

DEXTER CORPORATION – Automotive Materials—2 Years

DIRECTOR OF STRATEGIC QUALITY ENHANCEMENT

- Reported to the Division President. Responsible for divisional quality objectives in U.S. and Europe.
- Mentored leadership team in planning and driving quality and process improvement initiatives
- Led Ford Q1 initiative for automotive materials division
- Assisted French manufacturing facility in achieving ISO 9000 certification
- Built process management teams reducing order fulfillment cycle time for one product line from 30 days to 48 hours
- Trained manufacturing personnel in Statistical Process Control and problem solving
- Company now a division of Akzo Nobel

REICHHOLD CHEMICALS—Swift Adhesives Division—Downers Grove, IL

DIRECTOR OF QUALITY—3 YEARS

- Reported to Division President. Directed one manager and 4 exempt employees. Responsible for divisional quality improvements in the U.S., Canada and Europe and the Safety/Regulatory functions in the U.S.
- Mentored senior management team in planning and developing division-wide process improvement initiatives
- Cut divisional cost of poor quality by \$15 million in two years.
- Redesigned and automated the MSDS delivery process reducing cycle time from 7 days to 1 day
- Responsible for safety and regulatory compliance programs for manufacturing operations
- Assisted with the implementation of ISO 9000 in the European manufacturing plants
- Trained European manufacturing personnel to use Statistical Process Control
- Company relocated to Raleigh Durham, NC

DIRECTOR OF OPERATIONS—3 YEARS

- Reported to Division General Manager. Responsible for 16 U.S. manufacturing facilities, purchasing, safety and regulatory and engineering functions. Directed 45 exempt employees and 400 union and non-union manufacturing employees.
- Increased plant production capacity at major manufacturing facility 28% provided for increased sales opportunity of \$7MM without increase in capital expenditures
- Reduced product defects of major manufacturing plant from 10% to 2% in one year saving \$800,000
- Increased overall division inventory turns from 5 to 9 by utilizing lean management techniques in the plants
- Improved customer order fulfillment from 28 days to 5 days for 95% of customer orders
- Teamed with Quality Manager to facilitate and train all plant managers in Lean techniques and Juran quality improvement methodology
- Developed operating and capital expenditure budgets
- Promoted to Divisional Director of Quality reporting directly to Division President and indirectly to corporate Vice President of Quality in Raleigh-Durham, NC

PRODUCT MANAGER—3 YEARS

- Reported to Director of Marketing. Responsible for two product lines with total sales of \$30 million
- Increased overall sales of product lines 33% and improved average gross margins from 37% to 42%
- Developed new packaging concept leading to \$ 500K sales increase and \$100K reduction in manufacturing costs
- Promoted to Director of Operations

REGIONAL OPERATIONS MANAGER—2 YEARS

- Reported to the Director of Operations. Responsible for 7 manufacturing facilities in the Western U.S.
- Implemented visual scheduling systems in the 7 manufacturing locations to track all manufacturing orders resulting in a 80% improvement in on-time delivery metrics overall
- Managed plant capacity and cost effectively redirected manufacturing to assure fully loaded facilities and responsiveness to customer requirements
- Lateral promotion to Product Manager to gain marketing experience

PLANT MANAGER, OAK CREEK, WI - <1 YEAR

- Reduced 6 month order backlog within two months using visual systems
- Improved on time delivery and substantially reduced customer complaints
- Implements 5S techniques to organize the plant and cost effectively disposed of waste chemicals and old equipment within 3 months
- Promoted to Regional Operations Manager after 7 months

AKZO NOBEL – RELIANCE UNIVERSAL DIV – Zion, IL – 10 years

PRODUCTION MANAGER

- Reported to General Manager. Responsible for manufacturing operations of industrial coatings facility
- Monitored manufacturing and financial performance and implemented corrective action by collaborating with hourly employees to identify cost saving opportunities
- Implemented visual scheduling methods to track all customer orders through the plant. Improved on-time delivery by 60% in one year as well as plant throughput
- Provided and facilitated interrelationship skills training for all supervisors
- Improved productivity 15% during my tenure

PLANT SERVICES MANAGER

- Reported to General Manager. Responsible for Quality department, scheduling, and materials management (procurement, receiving, finished goods, and shipping) acted as a liaison between R&D and manufacturing to assure manufacturability of newly developed formulations.
- Developed a visual scheduling system to track all orders in the plant
- Revised all manual formulas to comply with new IT system formulary
- Led training of all Chemists in formula rewriting techniques to meet new IT system requirements
- Promoted to Production Manager

R & D CHEMIST

- Reported to Technical Director. Responsible for formulating industrial coatings to meet requirements of customers.
- Developed container coatings for food related containers
- Developed industrial coatings for various industrial applications including metal, wood and UV
- Formulated water-based coatings for wood paneling and coil coating markets resulting in over \$2 million in sales
- Collaborated closely with manufacturing to assure manufacturability of all developed products
- Promoted to Plant Chemist

EDUCATION/TRAINING

Roosevelt University, Chicago, IL, MBA, Southern Illinois University, Carbondale, IL, Bachelor of Arts Chemistry, Certified Manager of Quality and Organizational Excellence, Certified Lean Sensei, IRCA Certified ISO 9000 Lead Assessor, Facilitator/Quality Management certificates—The Juran Institute, Process Mapping/Redesign Training—Motorola University, Other certificates—Statistical Process Control, Customer Satisfaction Measurement and Management, Just-In-Time Manufacturing, Lean DMAIC (Six Sigma) Advanced training Underwriters Laboratories. Member of the adjunct faculty of Roosevelt University teaching graduate and undergraduate courses in Executive Leadership, Statistics, and Operations Management. Author of *“Process Improvement for Administrative Departments”*, the book is available on Amazon.

AFFILIATIONS

Senior member of the American Society for Quality, ASQ Lean Manufacturing Division, the Lean Enterprise Institute, Institute of Management Consultants, Society of Manufacturing Engineers, Association for Manufacturing Excellence, Beta Gamma Sigma and Delta Mu Delta Honorary Business Societies.