

E.J. (ED) WELSH, MBA, LSS MBB
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PROFILE

- Over 15 years of progressive management experience with multi-national market leaders (including over 10 years at the Plant Manager/Director/VP level) and over 20 years of successful business consulting experience including working with Manufacturing, Aerospace, Automotive, Nuclear, Health Care, Government, Service and Fortune 500 clients
- **MBA** (with majors in Finance and Quantitative Methods), **Lean Six Sigma Master Black Belt (LSS MBB)** with a solid Industrial Engineering, Technical (Chemistry), and Business background
- Line Management experience: Supervisor through Plant Manager to VP Operations
- Staff/Support experience: Industrial Engineer, Distribution Manager, Division QA and R&D. Manager
- Well versed in introducing Modern Management Approaches such as Six Sigma, TQM, Lean Manufacturing, Kaizen, SPC, Team Centered Manufacturing, JIT, MRP II, ISO/QS 9000 Implementation
- Managed own successful Management Consulting business for over 20 years, focusing on improving client profitability through implementing Lean Manufacturing and Six Sigma / TQM approaches. Clients include: Bombardier, Toshiba, Magellan Aerospace, Honda, GM, Velcro, Alcatel, Siemens, Ingersoll Rand, Bruce Power, The Bay, Solium Capital, Shaw Communications, CAA, the Cities of Mississauga, Barrie and Fredericton; several large Ontario hospitals including Mount Sinai, Brampton and St. Michaels plus many smaller hospitals, CCACs, FHTs and other Healthcare facilities.
- Instructor at Schulich School of Business, York University for their Master's Certificate in Lean Six Sigma Black Belt and their Green Belt programs for Lean and Six Sigma for Service Organizations

CAREER HISTORY

WELSH & ASSOCIATES, Management Consultants

Past 20 Years

Management Consulting - Own Business (Specializing in Six Sigma / TQM / Lean implementation)
Assessing all aspects of business/organizational operations and recommending and implementing improvements. (i.e. Six Sigma, Lean Manufacturing, TQM, Kaizen, SPC, ISO/QS 9000, 5S, Cost reduction, Problem Solving, Team Dynamics, Quick Setup, Project Management, Leadership). Clients include: Bombardier, Toshiba, Magellan Aerospace, Baxter, Honda, Siemens, Alcatel, Dairy World Foods, Velcro, Ingersoll Rand, Dana, Volkswagen, CCL, Lear, City of Fredericton, Hamilton Health Sciences, Halton Healthcare, Mt. Sinai, St. Michaels and RVH hospitals.

TAMBRANDS/TAMPAX CANADA INC., Barrie, Ontario

7 Years

Multinational manufacturers of Tampax Tampons and feminine protection products. Sales of \$60 Million. 3000 employees.

Vice President of Operations (300 employees)

Reporting to the President and General Manager (based in Toronto). Responsible for all aspects of manufacturing operations including, Production, Quality Control, New Product Development, Maintenance, Engineering, Safety, Purchasing, Planning, Distribution and Warehousing. Prepared and controlled annual budgets in excess of \$20 Million including overhead and materials.

Director of Manufacturing

Similar duties to VP position but without responsibility for Distribution and Warehousing.

PLAYTEX CANADA LTD., Renfrew, Ontario (350 employees)

3 Years

International manufacturers of intimate apparel. 400 employees.

Plant Manager

Reporting to the Director of Manufacturing (based in Arnprior). Responsible for all aspects of manufacturing including production, quality, maintenance, safety, budget preparation and cost control.

Production Manager

Responsible to the Plant Manager for all aspects of intimate apparel production.

BLUEBELL APPAREL (Wrangler Jeans) LTD., Falkirk, Scotland**5 years**

International manufacturers of 'Wrangler' jeans and shirts. Scottish Division consisted of four plants and 800 employees.

Held several positions of increasing responsibility in manufacturing including:

- **Division Quality Control Manager**
- **Industrial / Project Engineer**
- **Production Manager**
- **Line Supervisor**
- **Shipping & Transport Manager**

EDUCATION

MBA - Majors in Finance and Quantitative Methods, Scottish Business School, Glasgow, Scotland

Post Graduate Diploma in Management Studies, Glasgow College of Technology

HNC in Chemistry, (Degree Equivalent), Co-op program, Glasgow College of Technology

SPECIAL COURSES

- Lean Six Sigma Master / Black Belt / Champion / Green Belt (Certified LSS MBB)
- ISO/TS/QS 9000, APQP, PPAP, FMEA, MSA, Automotive Industry training courses
- ISO 9000 Lead Auditor
- Lean Operations / Total Productive Maintenance / Error proofing / 5S / Kaizen / VA/VE

CONSULTING AND TRAINING ACHIEVEMENTS

I have managed my own successful Management Consulting business for the past 20 years focusing on improving client profitability through implementing Lean Manufacturing and Six Sigma / TQM approaches. Clients include: Bombardier, Toshiba, Magellan Aerospace, Velcro, Honda, Alcatel, Siemens, Ingersoll Rand, CCL, Baxter. City of Fredericton and several Healthcare facilities.

- Achieved \$1,500,000 in 'hard' cost reductions over a 6-month period at Magellan Aerospace
- Reduced ER wait time by 100 minutes at Barrie Royal Victoria Hospital
- I was the sole consultant used by Toshiba for their Canadian Lean Six Sigma Deployment
- Trained and coached over 2000 Lean Six Sigma Black Belts, Green Belts and Champions through projects and implementations with various organizations over the past ten years.
- Over \$13M in savings at Shaw over the past 3 years with 5 waves of Green Belt training

CORPORATE/ORGANIZATIONAL ACHIEVEMENTS**Introduced a World-Class Manufacturing approach through:**

- * Total Quality Management / Continuous Improvement / Just In Time Approach
- * Introduced the Toyota Sew System - a Lean approach at Playtex Canada Inc.
- * Flexible production - increased variety of products run on standard lines fivefold.
- * Quick changeover techniques - reductions of 70-90% in set-up times.
- * On-line S.P.C. (Statistical Process Control).
- * TPM concept (Total Productive Maintenance).
- * An open, participative, Team approach to manufacturing and problem solving
(The above achieved at Tambrands Canada Inc., Playtex International, and Bluebell Apparel)

Highest Quality Index Division achieved within Tambrands Inc. worldwide for seven consecutive years.

Cost Savings - Over \$1.5 million (US) per year for 8 years with Tambrands Canada Inc. and over \$1 million (US) per year with International Playtex for three successive years

Distribution / Customer Service Improvements (at Tambrands Canada Inc.)

- * Reduced distribution costs by \$600M (33%) from 3.2% to 2.2% of sales
- * Reduced warehouse staffing by 25% during process.
- * Improved case fill rate from 98% to 99.8% and order fill rate from 90% to 99%.

Safety

- * Won I.A.P.A. award for most improved plant in Ontario at Tambrands Canada Inc. in second year there
- * Achieved two consecutive years with no lost time accidents at Playtex Canada Ltd.