



Inland Empire Chapter



APICS-IE “Navigating thru Volatility” Webinar Series

Weathering the COVID-19 Pandemic’s Impact on Global Supply Chains



**Alan G. Dunn... President
GDI Consulting & Training Company**



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RADIO MEI



GDI Consulting & Training
Making Breakthrough Changes at Breakneck Speed!

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About the Manufacturing Executive Institute (MEI)

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The Manufacturing Executive Institute (MEI) is a training & publishing organization dedicated to bringing relevant knowledge to individuals who are interested in making dramatic performance improvements in their manufacturing & distribution companies.

MEI delivers knowledge to these communities in FOUR distinct ways:

1. Live Training Programs (In-Company & Public).
2. E-Learning Programs, Produced by “Radio MEI.”
3. Publications, MEI Book Store & Other Resources
4. Focused-research projects within the manufacturing & distribution industries.



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About MEI's “BIG-Issues Series” FREE E-Learning Programs

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LIVE e-learning programs address the BIG manufacturing and distribution industry issues of the day. Past programs have included:

- How Cap & Trade Will Impact Manufacturing Companies
- How the Manufacturing Industry Can Save the North American Economy
- Petroleum's Impact on Global Logistics Costs
- How Manufacturing Creates So Many Secondary Jobs
- Innovations in Global Supply Chain Management
- Weathering the COVID-19 Pandemic's Impact on Global Supply Chains

These FREE e-learning programs often include guest presenters who are recognized industry leaders.



Won't you set aside some of your time to attend these periodically scheduled FREE “BIG-Issues Series” e-learning programs?

Introducing Your MEI Program Leader... *Alan G. Dunn*

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- President, GDI Consulting & Training Company & Founder, Manufacturing Executive Institute (MEI).
- Executive workshop instructor for >34 years at the California Institute of Technology (Caltech) Center for Technology & Management Education (CTME).
- 46 years of progressive manufacturing & distribution industry experience with >175 projects in >110 companies, across 22 countries.
- **Current Board of Directorships:**
 - **Idaho Asphalt Supply...** private manufacturer... Independent Director, Chair of the Audit & Compensation Committees.
 - **Western Emulsions...** private manufacturer... Independent Director.
 - **Natural Alternatives International...** public-traded manufacturer, (NASDAQ: NAI)... Independent Director, Member of the Audit & Human Resources Committees.
 - **Association for Supply Chain Management (ASCM) ...** world's largest not-for-profit professional association for supply chain professionals (previously known as APICS)... Past Chair of the Board – 2015, Chair Elect – 2014, Board Member – 2012 thru 2013. Also served in the Orange County ASCM Chapter as President in 1983 & 1984.
- Actively engaged professional member of ASCM, the Society for Human Resource Management (SHRM), the Society of Cost Management (SCM) & the National Council of Corporate Directors (NACD). Recipient of NACD's "2007 Board Member of the Year" Award.



Program Background

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It seems like the world is on-fire!

The COVID-19 pandemic has surely wrought havoc on commerce, society, economic systems, global supply chains... and practically every person on earth. Every job in the global supply chain has been significantly impacted, as has the flow of global commerce. Indeed, this pandemic coupled with other major global contributors has left the global supply chain in a weakened and vulnerable state.

There is no "*rule book*" to assist global supply chain professionals to address the problems and uncertainties unleashed by this pandemic. **What there is however, is a critical need for manufacturing and distribution industry leaders to shift their mindsets from planning and execution, to prioritization...** at least in the short-term.

This presentation addresses the pandemic itself, its true causes, and the situation the world finds itself consumed by. But more importantly, this presentation identifies EIGHT specific priorities that industry leaders should focus their attentions. Each priority is further explained and tangible actions are suggested. It is our hope that participants will find a smoother path in economic recovery with the actions presented.



THREE Reasons This Topic is Urgent...

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URGENT

1. Because we are in **VERY** unusual times... there is no rule book to look toward for solutions.
2. Your company will either (a) weather, (b) survive, (c) die or find a way to prosper. How you view "*risk*" will be the major determinant.
3. In some way, manufacturing will recover. The industrial chess-game of "*how*" and "*where*" needs to be addressed.

Our training mission today is to provide you with tangible solutions to these problems.

What Has Happened?

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Shutdown
Global
Commerce

Covid-19

Creating Global
Chaos

**Margin
Calls**

**Global
Oil**

Creating Global
Liquidity
Problems

Some Additional Relevant-Today Thoughts

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In 2008, an internal report by the World Bank estimated the impact of a “*mild*” flu pandemic at 0.7% of global GDP, a “*moderate*” pandemic at 2% and a “*severe*” outbreak at 4.8%. That would be the difference between a slowdown, a downturn, and a global recession as deep as the GDP declined during the financial crisis of 2008-09.



WORLD BANK GROUP

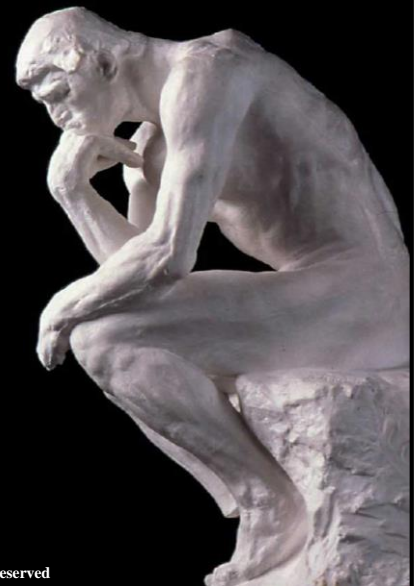
Moment of Wisdom (MoW)

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It is important to be realistic about the potential duration, not of the virus itself, but of the duration of the extraordinary new business cycle you are now thrust into.

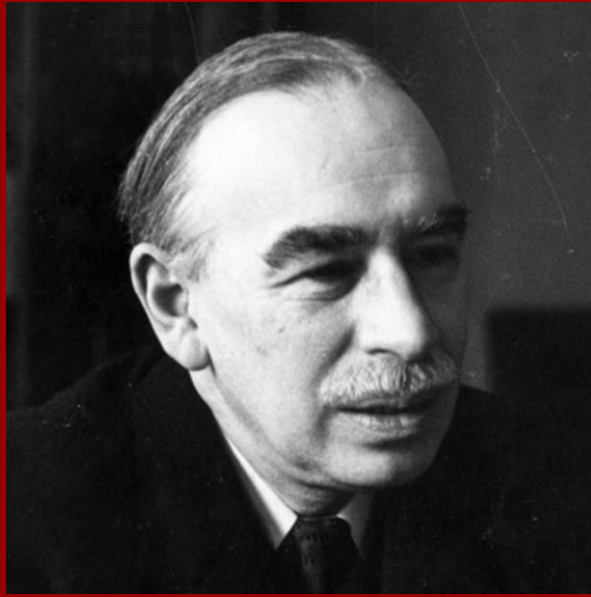
This is not a time for priorities to be driven by strategy and hope. Responsible supply chain leaders, while remaining optimistic, MUST assume a worse-case economic cycle.

It is absolutely time to *get real!*



There is No Long-Term Without a Series of Successful Short-Terms!

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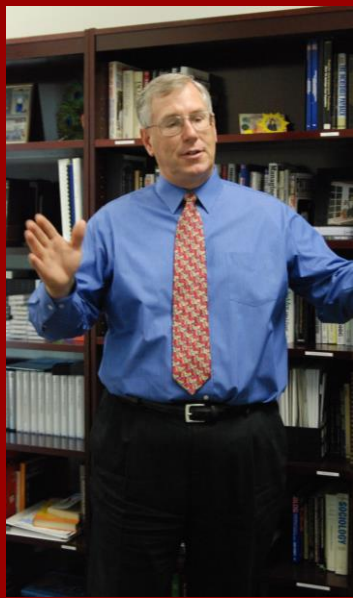


Long run is a misleading guide to current affairs. In the long run we are all dead.

John Maynard Keynes

How Covid-19 Has Changed Where Supply Chain Leaders Focus

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~~Planning & Execution~~

Priorities

EIGHT Supply Chain Leader's Pandemic Response Priorities

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1. Human Safety
2. Realistic Assessment of Risks
3. Preservation of Capital
4. Continuity of Demand & Supply
5. Destruction of Business Models
6. Managing Regulatory Compliance Risks
7. Emergence of New Business Models & Opportunities
8. Enterprise Transformation



Not just a supply problem... also a demand problem

1. Human Safety

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- Fully Engaged HES & IT Organizations
- Changes in Work Locations
- Changes in Work Methods
- Extra Attention to Workplace Hygiene
- Social Distancing at Work
- STOP "*Presentism*" Syndrome!
- Leadership Style Mandate: *Firm but Fair!*



REMEMBER: Companies compete for talent as much as they compete for customers! Take care of your employees.

2. Realistic Assessment of Risks

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RISK ASSESSMENT MATRIX				
SEVERITY	Catastrophic (1)	Critical (2)	Marginal (3)	Negligible (4)
Frequent (A)	High	High	Serious	Medium
Probable (B)	High	High	Serious	Medium
Occasional (C)	High	Serious	Medium	Low
Remote (D)	Serious	Medium	Medium	Low
Improbable (E)	Medium	Medium	Medium	Low
Eliminated (F)	Eliminated			

- Risk of Losing Necessary Talent
- Risk of Losing Supply:
 - Internal vs. External
- Risk of Losing Demand:
 - Customers
 - Channels
- Capital Risks
- Compliance Risks

ACTION: Immediately perform a comprehensive risk analysis using FMEA methods, that results in tangible responses to each identified risk.

3. Preservation of Capital

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- Liquidity... Liquidity... Liquidity!
- Insure Leverage Capacity:
 - Borrow-Up Remaining Credit-Line Balance
 - Get Ahead on Lender Covenant Failures
- Reprioritize ALL Non-Essential Cap-X Projects
- Push Hard on Collections. Don't Be Afraid to Make Deals to Get Cash
- Protect Your Supplier's Liquidity as Much as Possible
- Take Advantage of EVERY Available Government Program
- Renew Your Budget & Cut Expenses



ACTION: Immediately assign a team to determine & access EVERY source of available capital, & to assign capital preservation responsibilities.

ACTION: Immediately Execute a Comprehensive Activity Value Analysis

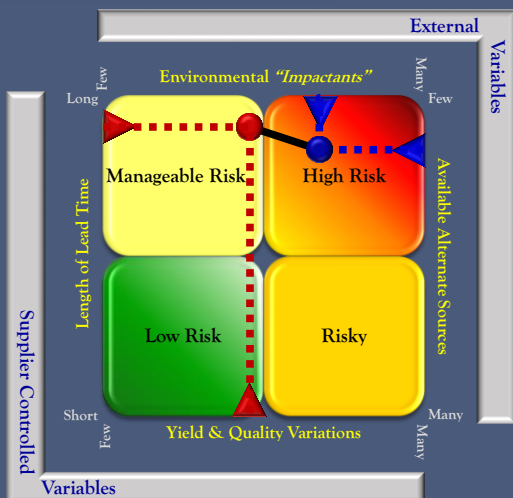
- Every Plant
- Every Product
- Every Function
- Every Activity
- Segment Activities Based on Valuation Impact:
 - Value-Added (VA)
 - Non-Value-Added (NVA)
 - Non-Value Added-Required (NVAR)
- Eliminate NVA & NVAR as Quickly as Possible!

Operating Cash Flow¹
Total Gross Assets³ – Total Current Liabilities

Schedule Y
CAC100
Tire Rubber Treatment/Forming
Activity Center's Specific Activities Analysis
Conversion Activity Center

Summary of Annual Costs At This Activity Center Recast By Processes Performed						
Activities Performed In This Activity Center	VA %	NVA %	NVAR %	Performance Measure	Annual Cost	
Forming rubber around rims	17%			Good units per hour	\$262,420	
Processing scrap caused upstream but discovered at this CAC			7%	Bad units per hour	\$108,055	
Scrap originating at this CAC		18%		Bad units per hour	\$277,857	
Reworking customer returned items		11%		Bad units returned per day	\$169,801	
Completing manual quality log sheets that are redundant to our TQS system at the direction of our customer			9%	Redundant time on activity	\$138,928	
Performing physical inventory at this CAC		12%		Non-production hours per day	\$185,238	
Applying UV treatment to tires	26%			Units per hour	\$401,349	
Total Value Adding Activities					43%	\$663,707
Total Non-Value Adding Activities					41%	\$632,896
Total Non-Value Adding Required Activities					16%	\$246,984
Total Activities					100%	\$1,543,687
Proof of Total Costs Accounted For					\$ -	(Should = 0)

4. Continuity of Demand & Supply



- Assess Customers' Ability to Pay:
 - Regularly Communicate with Customers
- Assess Supplier Performance & Risks:
 - Use Risk Assessment Matrix to Isolate Critical Suppliers & Components
 - Conduct Formal Supplier Performance & Risk Assessments
 - Increase Safety Stocks... Either at Your Factories or at Your Suppliers' Factories
 - Immediately Improve Processes for Qualifying New Suppliers

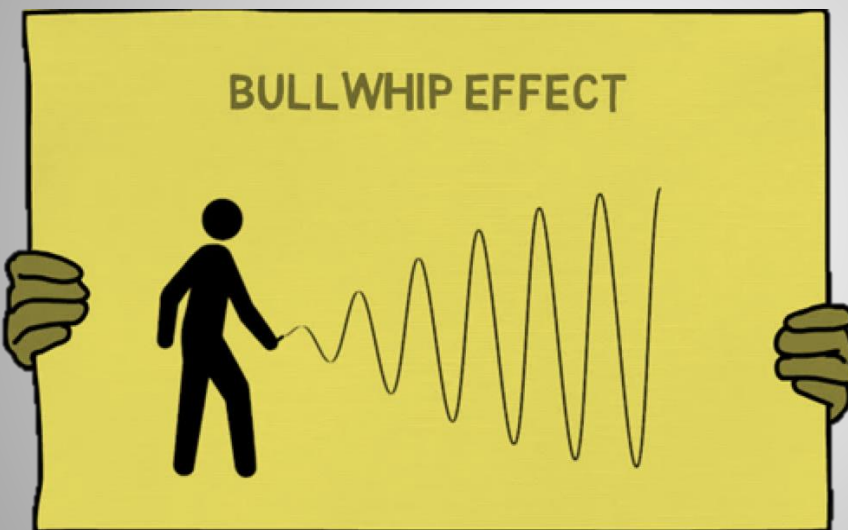
Elements of Supplier Performance & Risk Assessment

1. Supplier's Economic Viability
2. Supplier's Production Processes, Methods, Tooling, Equipment & Facilities
3. Supplier's Management of Product Quality
4. Supplier's Manufacturing Planning & Scheduling Capabilities
5. Supplier's Inventory Management Capabilities
6. Supplier's Purchasing Management Capabilities
7. Supplier's Ability to Integrate with Customers
8. Supplier's Logistics Management Capabilities
9. Supplier's Customer Service Capabilities

10. Supplier's Leadership & Critical Support Teams Capabilities
11. Supplier's Catastrophe Planning & Management
12. Supplier's Delivered Cost Information, including "Should-Cost" & "Could-Cost" Insights
13. Supplier's Product & Process Engineering Capabilities Supplier's Data
14. Integrity & Information Sharing Capabilities
15. Supplier's Suppliers Capabilities
16. Supplier's Impacting Supplier Legal Issues
17. Supplier's Human Resource Issues
18. Supplier's Corporate Citizenship
19. Supplier's Corporate Governance & Ownership



Prepare for the Bullwhip!



ACTION: You are going to simultaneously experience BOTH demand & supply bullwhips when economies begin recovering.

Companies that don't begin planning for this now, **WILL NOT survive. Start your planning ASAP!**

5. Destruction of Business Models

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- Rationalize Customers & Suppliers
- Rationalize Your Business Model
- Expect Remote-Work to Increase. Evaluate Bricks & Mortar Investments
- Fundamentals of “Work” Will Be Redefined
- Rethink Where Supply Comes From
- Terms & Conditions May Become More Important Than Price
- Rethink Vertical Integration & Partnerships
- Travel Will Change



ACTION: Rationalize AND prioritize your customers AND products. Focus ONLY on those that can help your company through these difficult times.

6. Managing Regulatory Compliance Risks

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- Must Evaluate Important Compliance Requirements
- Must Evaluate Impact of Non-Compliance
- Identify Compliance Requirements That Will Be Adjusted During Current Period of Uncertainty
- Build an Updated Compliance Plan That Reflects the Current Economic Reality:
 - Occurrence Probability
 - Occurrence Severity
 - Occurrence Consequences

ACTION: Have one of your task teams define AND prioritize specific compliance based on current conditions.

7. Emergence of New Business Models & Opportunities

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- All New Models START With a View Toward Customers
- Employees Remotely Working
- GIG-Workers Within Your Teams
- On-Shoring
- Logistics
- Channel Intermediaries
- Addition of Macro-Economics to Demand Planning



ACTION: Start looking for emerging business models by executing a data-centric “Voice-of-the-Customer” Review.

CAUTION: Legacy Investments Can Destroy Opportunity

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Legacy Investments:

1. Capital
2. Mindsets
3. Strategies

8. Enterprise Transformation

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Expect To Transform Your Enterprise After the Crisis Has Passed:

1. What impediment is the easiest to overcome?
2. What category of impediments do most transformations mostly focus?
3. What category(s) of impediments really drive transformation success?

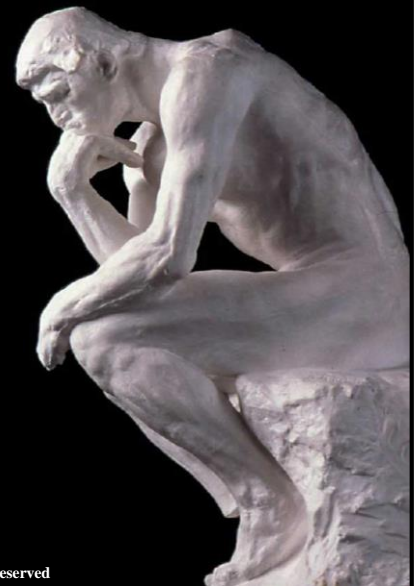


ACTION: Build a “*Transformation Possibilities Board*” & encourage all leaders & critical support personnel to contribute.

Moment of Wisdom (MoW)

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Enterprise transformation can only be achieved by successfully addressing all FOUR elements in this model.



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Issues To Address When Restarting Global Supply Chains

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- Ocean Ships are Mostly In the Wrong Places
- Same With Containers
- Same With Inventory
- Materials Bullwhip Effect
- PLUS Transportation Bullwhip
- Messed-Up Suppliers
- Talent Mobilizing
- Distressed Employees
- Tight Credit Markets
- Extra Bank Scrutiny
- Asian Supply Disruptions
- Realignment of Internal CI Projects



Be Disciplined About Communications & Transparencies

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Summary – What To Do NOW!

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1. **Consequences of this crisis will be long felt.**
2. **Priorities first...** planning & execution come later.
3. **Protect your employees...** don't allow sick employees on premise... implement robust hygiene practices... align PTO policies.
4. **Assess risks...** immediately & comprehensively assess your enterprise risks using FMEA & other risk assessment tools.
5. **Preserve capital...** borrow-up line-of-credit... get ahead of bank covenant issues... reprioritize cap-x projects... aggressively collect receivables... get government capital... identify non-value activities... update budgets... quickly reduce expenses.
6. **Insure continuity of demand...** regularly communicate with customers... rationalize customers... focus on terms & conditions... prepare for the demand bullwhip.

Summary – What To Do NOW!

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7. **Insure continuity of supply...** identify critical suppliers & critical components... assess suppliers' performance & risks... protect critical suppliers' economics... focus on terms & conditions... prepare for the supply bullwhip... adjust safety stocks.
8. **Assess regulatory compliance requirements...** determine priorities... build a crisis-relevant compliance plan.
9. **Look for new business models...** execute "*Voice of the Customer*" analysis... work methods... new channels... new products... new customers.
10. **Lead...** don't stop RUNNING the business... communicate with clarity... don't be a manager or an administrator... be a LEADER!

Share this presentation with others

But Never Forget To...

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Final Thoughts

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There is no rule book to assist you... but there are GREAT leadership principles:

- Everyone Holds a Piece to the Solution Puzzle
- Prioritize Essentials
- Delay Non-Essentials
- Everyone MUST Set Aside Biases
- Communicate... Communicate!
- Anticipate Colleagues
- Backup Colleagues
- The Competitor is NOT Within

Critical Insight

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This is the time for everyone and every function to be fully engaged! Tough decisions will have to be made and communicated with clarity, firmness and compassion. Probably nowhere in any of our careers, have we been faced with such a societal calamity. Trust your education. Be skeptical of all data feeding your decisions. Most of all, STOP looking for the “perfect” decision. Be willing to recognize bad past decisions, apologize, make new decisions, and move on.

Thank You for Attending an APICS Inland Empire Chapter “Navigating thru Volatility Series” Webinar

Presented by:
Alan G. Dunn



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RADIO MEI

GDI Supplier Assessment Practice

Substantial Risk	Critical Risk	Medium Risk	Manageable Risk	Minor Risk	No Risk
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GDI Talent Acquisition Practice
Specify | Source | Evaluate | Profile | Engage | Onboard

GDI Owner & Investor Services Practice
Governance | Ops Due-Diligence | Valuation Enhancement

We can bring numerous professional services to our manufacturing and distribution clients... all focused on making people and companies more successful.

More Details About Your Program Leader... *Alan G. Dunn*

Alan G. Dunn is President of **GDI Consulting & Training Company** and is the founding sponsor of the **Manufacturing Executive Institute (MEI)**, a manufacturing industry training provider. Before founding GDI, Mr. Dunn was a Vice President at **Gemini Management Consulting** and a Partner at **Coopers & Lybrand** (now **PricewaterhouseCoopers**). In both positions, Mr. Dunn was responsible for leading large teams of technical manufacturing consultants in innovative productivity enhancement projects. For the ten years prior to joining Coopers & Lybrand, Mr. Dunn was President, (and Founder) of **ADI**, a successful systems implementation consulting and training company that Mr. Dunn sold to Coopers & Lybrand in 1990.

In addition to his 40 years of technical and management consulting experience, Mr. Dunn has several years of line leadership experience in manufacturing environments. He has extensive background in most functions within manufacturing companies and has participated in over 175 manufacturing and distribution consulting projects in over 110 companies. Mr. Dunn has consulted in 22 countries and across most manufacturing industrial sectors.

Significant companies that Mr. Dunn has consulted with: 3-Com, ABEX, Air Cargo, Air Logistics Corp., Akzo, Alcon, AlliedSignal, AMCOR, American Cyanamid, Amgen, Applied Automation, Applied Materials, Argon, Arkema Chemical, Associated Spring, AT&T, Baker Hughes, Ballard Power Systems, Banner Pharmaceuticals, Baxter, Beckman Smithline, Bentley Labs, Boeing, Borg Warner, Bystrom Bros., Canon, Caterpillar, Chamberlain Manufacturing, Chuao Chocolates, Ciba Geigy, CitiCorp, Cooper Vision, Costa Rica – Department of State, CSC, Cutter Labs, Cyberamics, Daimler-Chrysler, Danaher, Datametries, Data Products, Davis Wire, Ellison Glass, Emerson Electric, Engaged Capital, Fairchild, Fleetwood, Fluke, Ford Motor Company, General Instrument, General Valve, Halliburton, Hewlett Packard, HOERBIGER, Hoffinger Industries, General Motors, Health Net, IBM, ICV Partners, Intel, Intruder Prevention Systems, ITT, Johnson & Johnson, Johnson Valves, Kluge Industries, Lear Siegler, Litton Industries, Lockheed Martin, Loral, Marcy Fitness, McElroy Manufacturing, MonierLifetile, Nalley's Fine Foods, Natural Alternatives International, NCR, Netherlands Economic Development Agency, Northrop Grumman, Pacific Scientific, Packard Bell, PaperPak, Parker Hannifin, Peerless Trailers, Perceptronics, PG&E, Phelps-Dodge, Pilkington International, Plantronics, Poly, Proxima, Quotron, Rain Bird, Reda Pumps, Relational Investors, Rexnord, R.W. Lyall, Schlumberger, Siemens, Signet Scientific, Sony Corporation, Starr Surgical, Stauber Nutritional, Sun Microsystems, Sybron Dental Specialties, Systems Industries, Taylor, Guitars, Technicolor, Teledyne, Tellabs, Teradata, Teradyne, Thornwood Furniture, Tools & Metals, Toshiba Corporation, Trans-Continental Manufacturing Company, Trailmobile, Tropitone, Tycom Industries, Tylan Corp., United Technologies, U.S. Borax, the U.S. Department of Energy, U.S. Navy, Warner Bros., Whittaker International & Xerox.

Mr. Dunn regularly presents executive workshops at the **Center for Technology & Management Education (CTME)** of the **California Institute of Technology (Caltech)** in Pasadena, California. He also instructs and manages the **CTME Next Generation Global Supply Chain Leadership Certificate Program** at Caltech. Mr. Dunn is also a regular instructor at the **Manufacturing Executive Institute (MEI)**, where he presents numerous workshops and web-enabled training programs. Over the duration of his career, Alan has developed and presented a significant number of multi-day executive workshops at numerous other venues throughout the world.

Mr. Dunn has substantial experience in organization governance; having served on numerous private, public and non-profit Boards of Directors. Substantial current and past Board of Director positions include

- **Idaho Asphalt Supply**... private manufacturer... current Independent Director + Chair of the Audit and Compensation Committees.
- **Bystrom Bros.**... private manufacturer... past Independent Director + Member of the Audit and Compensation Committees.
- **Natural Alternatives International**... public-traded manufacturer, (NASDAQ: NAI)... current Independent Director + Member of the Audit and Human Resources Committees.
- **Tools & Metals**... private distributor... past Independent Director + Member of the Audit and Compensation Committees.
- **Air Logistics Corp.**... private manufacturer... past Independent Director.
- **Association for Supply Chain Management (ASCM)**... world's largest not-for-profit professional association for supply chain professionals (previously known as APICS) ... Past Chair of the Board – 2015, Chair Elect – 2014, Board Member – 2012 thru 2013. Also served in the Orange County ASCM Chapter as President in 1983 & 1984.
- **Society of Cost Management**... not-for-profit professional association... past Independent Director.

Mr. Dunn holds a BA degree in business management from **California State University in Fullerton**. He is also qualified by **ASCM** as a *Certified Practitioner in Inventory & Production Management (CPIM)*. Mr. Dunn remains an active and engaged professional member of **ASCM**, the **Society for Human Resource Management (SHRM)** and the **National Council of Corporate Directors (NACD)**. Alan is a recipient of NACD's "2007 Board Member of the Year" award.

About GDI Consulting & Training Company

GDI Consulting & Training (GDI) provides practical solutions to complex business and managerial problems in manufacturing and related industries. Our firm has successfully assisted clients around the world for more than 35 years, having performed more than 175 projects in over 110 companies in 21 countries. GDI applies specialized and common sense solutions... *not overly-intellectualized approaches*... to numerous types of challenging client problems in manufacturing and distribution industries, including:

- **Factory & distribution center layout & design**
- **Factory & distribution information systems implementation**
- **Cost management systems**
- **Quality management systems design & implementations**
- **Core business process re-engineering**
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- **Enterprise performance metrics & compensation systems**
- **Organization design & improvement**
- **Business strategy formulation**
- **Complex problem solving**

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GDI Talent Acquisition Practice

Specify | Source | Evaluate | Profile | Engage | Onboard

Leadership, management and technical staff requirements continually evolve, but the need for high-performing talent remains constant. Recruiting top-talent into any manufacturing or distribution company requires a rigorous methodology. It begins with a thorough understanding of the position and continues through a detailed vetting and structured evaluation process that determines each Candidate's *real* abilities and *real* potential to succeed.

Using proven assessment and evaluation processes, GDI's Talent Acquisition Practice specializes in matching the best Candidates with each position we are engaged to fill. We have 35 years of relationships with high-performing manufacturing and distribution industry talent, giving us unparalleled capabilities to fill almost any management and technical position within these industries. Our clients value our deep industry expertise, valuable insights, rigorous Candidate evaluation methodologies and commitment to the success of both clients and Candidates.



www.gditalent.com

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GDI Supplier Assessment Practice



GDI's comprehensive *Supplier Assessment Practice* utilizes a structured fact-based methodology that clinically assesses the performance of your company's significant materials Suppliers by quantifying up to 19 categories of risks that may directly impact your company's performance.

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- Execute in 3 Weeks With Up To 3 Trained Assessors
- Execute Any Where In the World
- Quantifies 19 Specific Areas of Risk
- Results in Terms & Condition Mandates
- Provides an Improvement Path For the Supplier
- Modeled After Operational Due-Diligence From the M&A World

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www.gdiinvest.com

Working in concert with other GDI practices, GDI's Owner & Investor Services Practice focuses on **THREE** specific professional services:

Governance	Assisting public and private manufacturing and distribution companies to establish, strengthen and reconfigure Boards of Directors and various Board committees. We also sit on Boards of Directors, always bringing strong global operational and economic perspectives to the governance process.
Operational Due-Diligence	Normally working for an acquirer, we often execute comprehensive operational analyses both pre and post-acquisition. Many of our operational due-diligence assignments have resulted in significant changes in the acquisition scope, price and terms.
Valuation Enhancement	Helping clients to understand <u>precisely</u> how to increase enterprise valuation by defining specific ways to generate more cash from a company's suite of gross assets is what we do best. Often, we utilize our analytics to support capital raising and recapitalization activities.

We have completed numerous projects for private equity investors, individual investors, business owners, corporations and activist shareholders.

About the Manufacturing Executive Institute (MEI)

The Manufacturing Executive Institute (MEI) is a training and publishing organization dedicated to bringing relevant knowledge to individuals who are interested in making dramatic performance improvements in their manufacturing and distribution companies.

MEI delivers knowledge to these communities in FOUR distinct ways:

- **Live Training Workshops...** includes several scheduled and focused training series, and custom designed and scheduled training programs at a client company's site.
- **E-Learning Training Programs...** includes several regularly scheduled e-learning series and periodic special web-enabled training programs. All of these programs are produced by MEI's state of the art e-learning studio, "Radio MEI."
- **Publications...** includes books, white-papers, archived e-learning programs & other information of interest to the manufacturing and distribution communities. Also includes access to the "MEI Bookstore" containing all of the most important manufacturing & distribution industry books for sale.
- **Manufacturing & Distribution Focused Research...** MEI conducts and supports ongoing research to extend the body-of-knowledge in various manufacturing and distribution disciplines. These research projects result in valuable reports and presentations that are routinely shared with these communities.

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SIX LIVE Workshop Series

Workshop Series	Series Information
<i>"Practical Capital Series"</i>	Numerous 1-day LIVE workshops designed to provide SPECIFIC and PRACTICAL techniques that focus participants on the mastery of management and technical skills that will lead to improved working capital results. Cost-of-Goods-Sold reductions, operating expense reductions, inventory reductions, accounts receivables collection improvements and supplier payment improvements are a few topic this training series addresses.
<i>"Supply / Demand Management School Series"</i>	Numerous 1-day LIVE workshops designed to provide SPECIFIC and PRACTICAL techniques that focus on how to balance supply and demand through improved forms of master production scheduling, sales forecasting and supply/demand reconciliations.
<i>"LEAN Tools Series"</i>	Numerous 1-day LIVE workshops designed to provide hands-on training in the application of LEAN manufacturing, distribution and infrastructure improvement tools.
<i>"Professional Governance Series"</i>	Four separate 1-day LIVE workshops designed to provide ongoing governance related topics of interest to members of private company Boards of Directors, Owners, Senior Executives and professionals who serve Boards of Directors.
<i>"Project & Change Management Series"</i>	MEI and our skilled alliance partners provide a full compliment of LIVE project management training. This training is offered in several formats including fundamentals, role-playing and project simulation formats. Each single and multi-day workshop is specifically designed to provide participants with the <i>exact</i> knowledge needed to successfully initiate, plan, organize, control and complete projects.
<i>"Special Series"</i>	Numerous 1-day and multi-day LIVE workshops that focus on implementation requirements within a specific manufacturing or distribution body-of-knowledge area. Many of these programs are repeated one or more times each year.
<p>MEI can deliver any of the programs in this training series on-site, saving your company substantial participant travel expenses when groups of employees require similar training.</p>	