

Personal Resume - George Dimitropoulos

June 2010

Vative – Lean/Six-Sigma Business Development expert with specialist expertise in Lean Manufacturing, Lean Logistics, Lean Supply Chain Management and Lean Process Engineering.

CAREER SUMMARY

My 15 year career has been characterized by working in high technology, high pace and dynamic environments.

As a fully qualified Mechanical Engineer, my career began in 1995 as a Graduate Production Engineer at Robert Bosch Australia working in the Starter Motor Production Engineering team. Through a formal Personal Development & Training Plan and exposure to high profile projects , methodologies and operational systems, I progressed through Engineering and Specialist levels within RBAU and in 2000 was promoted to the Production Engineering Management structure responsible for a segment of the Electronics Manufacturing Plant.

In November 2003 I joined Australian Arrow Pty Ltd as Lean Operations Manager for the complete Electronics Manufacturing & Production Area. As part of the Executive Management team, I was responsible for all Operational Functions within the organization, including all Incoming Stores, all Production Areas and Finished Goods warehouses.

In January 2006 I made a strategic move away from the manufacturing sector and took on the role of General Manager of Operations and Technical Functions at Think Appliances. This position has given me exposure to Purchasing/Procurement and Logistics/Distribution projects that I would otherwise had missed had I stayed within the Production and Manufacturing sector.

In January 2008, I moved into the business consulting field by joining Vative. Vative are a company of highly skilled experts in Lean Business Systems and Six- Sigma. This allowed me to utilize my deep and thorough understanding of Lean and Six-Sigma to help business's across a myriad of industries refine and optimize their business processes and systems in order to reduce waste, improve value added contribution and hence become more efficient, productive, sustainable and profitable.

My roles and experiences over the last 15 years have had a high focus on production, manufacturing, scheduling, procurement and logistics. Continuous improvement initiatives have been characterized by employing latest Lean & Six Sigma Principles and Methodologies in Production, Stores/Warehouses, Supply Chain/Logistics Channels and Business Management/Operating Systems.

Being part of the executive structure in my previous roles placed a strong emphasis in Strategic Business Planning in line with company future direction. Many years of experience in dealing with and being responsible for teams of direct and indirect people, has seen me employ latest management principles and methods to empower and extract the highest level of performance from my direct managers and operational staff, across all levels of the organizational structure.

KEY SKILLS AND ATTRIBUTES

- A high level of initiative and ingenuity in providing creative short and long term solutions and optimizing process/product performance
- Highly inquisitive, creative and resourceful.
- Ability to drive and implement change at all organizational and divisional levels
- Strong interpersonal and communication skills, able to work in a team environment or independently.
- Extensive practical, hands on experience in high-tech, high volume manufacturing, warehousing and transport environments.
- A logical and practical thinker, I am able to quickly break down complex business processes and operational systems to diagnose problems and provide understanding to improve efficiency/productivity.

- Expert in trouble shooting equipment, process and operational systems problems through root cause analysis techniques and methodologies.
- A clear and logical thinker with a high degree of adaptability, I am able to quickly grasp new concepts and systems
- Extremely multi-disciplined with high profile experience in manufacturing/production systems, R&D systems, Quality Management Systems, Supply Chain management, Lean Manufacturing/Six-Sigma systems and financial/cost controlling systems.
- A natural mentor to colleagues and juniors, an approachable person who is a source of knowledge and expertise within an organization
- Work well and thrive in a high pressure, fast paced environment.

Career Summary

Vative Pty Ltd Senior Partner – Lean Business Systems Jan 08 to Present

Vative is a young and dynamic company that provides business optimization expertise to various industries. Core expertise is in Lean Business Systems and Six-Sigma supported by a thorough understanding of Business Management systems. Core industries supported by Vative include, Manufacturing, Logistics, Supply-Chain, Mining, Finance and various Training & administration organizations.

As a Senior Partner within the organization I am responsible for:

- Developing Sales and Marketing strategies to increase market share and industry penetration
- Develop new products and services to suit the myriad of industries that are embracing Lean and Six-Sigma methodologies
- Provide Business and Operational expertise and support to new and existing clients of Vative via dedicated business improvement initiatives/projects aimed at improving Quality, Cost, Delivery and OHS metrics within a given client
- Rolling out dedicated Lean and Six-Sigma training and project implementation programs within clients that are certified nationally under Australian Quality Training Framework. International certification under Motorola University for Lean and Six-Sigma relate training and project implementation.
- Developing new Lean and Six-Sigma training and project implementation platforms for industries beyond traditional Manufacturing/Supply Chain. Key opportunities exist in Health Care, Pharmaceuticals, Mining, Finance and Telecommunications amongst others
- Dedicated project work through Federal and State Government initiatives aimed at improving the world competitiveness of the Australian Manufacturing Industry through schemes including Enterprise Connect (federal) and Grow Your Business (Vic State Gov't)

Achievements:

- Have rolled out Cert III, IV and Diploma level certificate training in lean Business Systems and Six-Sigma for over 250 trainees spread across a range of manufacturing and supply chain industries
- Have developed Vative's own fully Certified Lean and Six-Sigma programs in line with Australian Quality Training Framework requirements. Trainees undertaking and successfully completing one of our programs can be nationally certified in Cert III/IV, Diploma, Adv/Grad Diploma.
- Have developed the first Internationally Certified Lean Excellence Certificate with Motorola University. International Certification in Lean has been created to match Six Sigma Green, Black and Master Black Belt levels.
- Developing International Lean Six-Sigma programs with Motorola to roll into South East Asian markets.
- Have implemented a range of business improvement programs within industries centered around the use of best practice Lean/Six-Sigma theory and methodologies. Projects include Value Stream Mapping/Design, Benchmarking Organisational Functions and company divisions/subsidiaries via Business Health Check

Scorecards, 5S, Quick Change Over, Kanban Implementation, Inventory Management Initiatives, Standardisation and SOP's, Capacity Planning, Quality management and Root Cause Analysis

- Business, Operational and Technical Strategic Business Development initiatives including developing Sales and Marketing Plans, Business Road Mapping and Strategic Business Planning.
- Developing Business Policy and Policy Deployment documents via Hoshin Charting to cascade (horizontally and vertically) business metrics across all business functions and all levels of the hierarchy within a given business
- Various Quality Assurance and Management initiatives across multiple manufacturing and Supply Chain Clients
- Process Rationalisation and Business Process re-engineering for several Registered Training Organisations to reduce overall Lead Times, improve quality to end customer and reduce administration burden.

Think Appliances Pty. Ltd.

General Manager – Operations and Technical

(Jan 06 – Jan 08):

Think Appliances is a \$50M AUD consumer white goods companies. By utilizing a global sourcing program, TA imports, sells and distributes a range of feature-packed and innovative appliances including cooking theatres, cook tops, range hoods, dishwashers, microwaves, refrigerators and more.

Importing and selling European Brand appliances exclusively with national retail partners such as Good Guys, Retravison, Clive Peters, trade outlets such as Reece, Plumbtec and boutique home design and kitchen showrooms, TA had grown from a turnover of \$4M AUD in its first year to sales Turnover of \$50M AUD in 5 years.

As General Manager of Operations and Technical Functions, I was responsible for:

- complete Supply Chain operations including Purchasing, Warehousing, Transport & Distribution functions (Incoming Sea/Air Freight Forwarding and National Road Hauling and On-Forwarding)
- responsible for all national warehousing and inventory control.
- After Sales Technical service department. Responsible for the Service Department call centre, a team of company service technicians deployed in most capital cities as well as over 150 Service Agents working under contract across the nation.
- Spare Parts Warehousing and Distribution (Express Air Freight across the nation)
- All technical functions including raising product specifications, product sourcing, product approvals, quality assurance and technical liaison with manufacturers and commercial offices in Europe and Asia.
- Manufacturing Operations of Highland Brand cook tops at our manufacturing site in Mossvale NSW
- Managing and controlling a full time, on-site workforce of 45 staff including Purchasing Officers, Customer Service Co-ordinators, Warehouse Co-ordinators, Engineers and Technicians.
- Managing and controlling the activities of Incoming Sea/Air Freight Forwarders and National Road/Air Freight Forwarders
- OHS Committee and meeting OHS regulations for all company functions, whether on-site or off-site.
- Reducing freight costs as a percentage of sales according to pre-determined limits
- DIFOT of consignments into customer
- Reducing Warranty and Service Costs as a percentage of sales according to pre-determined limits
- Maintaining Inventory levels within min/max levels to reduce stock-outs/back orders and ensure customer order fulfillment
- Keeping Inventory Losses/Gains below pre-determined limits via regular cycle counts and 6 monthly stock takes
- Strategic Business Development and developing Road Maps for all Operational and Technical Functions for short, medium and long term company growth.
- CAPEX and Expense budgeting in line with Business Forecasts
- headcount planning and meeting Labour Productivity Targets
- Identifying and Implementing Profit Improvement Initiatives in Line with Business Planning

Achievements:

- Introduced Supplymaster Consigner Software into organization to facilitate multiple Line Haul carriers to be integrated into our distribution network. This allowed interstate road freight to be consolidated onto the cheapest and most flexible interstate line-haul carrier without affecting DIFOT to end customer. Savings of approx \$15K per month.
- Introduced Warehouse Management Module into SAP B1 ERP/MRP system. Implementation of module allowed introduction of Bin Locations, Bar Coding of all product. Allows greater transparency of all goods movements and

increases level of stock control. Manpower reductions in pick/pack as well as stock loss/gain reductions reduced company overheads as well as improving labour productivity in warehouse.

- Implementation of WMS allowed traceability of Final Product Serial Numbers from manufacturer through to end customer. This facilitates smoother and easier stock identification and segregation when quality issues arise, as well as providing greater traceability and recovery for service related, epidemic quality issues.
- Introduced web based Quality Assurance database with European Technical centre located in Czech Republic. This allowed greater visibility and response to quality related issues from all technical centres around the globe. The QA database also forms the basis from which all Supplier Credit Claims are raised from, thereby creating a closed loop for all cost and quality issues to be tracked and traced.
- Re-tendering of Freight Forwarding contract for all incoming sea freight containers from Italy and China led to introduction of new Freight Forwarder resulting in 8% reduction of sea-freight forwarding costs.
- Investigating introduction of satellite/3rd party warehouses in Brisbane and Perth to allow for direct container drops of product to these centres. Major commercial growth in Perth and QLD Eastern Sea Board presented an opportunity to reduce freight costs from Melbourne to direct customers in commercial growth areas in Perth and QLD. Estimated freight savings in excess of \$20K per month. Allowed for reduced transit time to customer as well as less stock on hand at customers warehouse or site address.

Australian Arrow Pty. Ltd.
Operations Manager – Electronics Production
(November 2003 – January 2006)

Australian Arrow (AAPL) is part of the Yazaki Group. Core products are Wiring Harness and Electronic Assy's for the automotive industry, supplying OEM's in Australia, Europe, South East Asia and North America. Sales Turnover for Electronic Components in 2004 budgeted at \$48M AUD

Responsibilities:

Responsible for the Electronics Production Engineering department. Department consists of:

- approx 45 indirect staff made up of Production Managers and Engineers, Production Planners, Quality Control Engineers and administrative staff
- approx 205 direct staff made up of Shift Supervisors, Line Leaders, QC/Production shopfloor personnel, Incoming/Despatch Warehouse personnel, Inventory Controllers operating 3 shifts/5 or 7 days per week.
- Overall Departmental budgeting vs predicted sales forecast
- Developing Profit Improvement Plans in line with Business Policy
- Technical Capacity planning to meet future business plan volumes (4 year forecasting)
- Capital Investment (CAPEX) planning, budgeting and control
- Cost Center expense planning, budgeting, control and Profit Improvement Initiatives
- Direct/Indirect headcount planning and staffing to meet business needs. Labour Productivity Improvements, strategies and initiatives
- Strategic Production Planning in line with company future strategy. Focusing on technical and operational systems in line with world best practice in order to maintain competitive edge in global market.
- Project management and co-ordination of all Product and Process rationalization projects to maintain product profitability targets. Initiate and implement cost reduction activities for the manufacturing group/product
- Implement **New Yazaki System** (NYS) within Production Engineering area. Projects include 5S, TPM, Value Stream Mapping and Analysis, Customer Order driven Pull System/Kanban, Dock-to-Dock analysis, Lean Manufacturing principles and techniques in line with the Toyota Production System (TPS)
- Responsible for identifying, setting and meeting Manufacturing and Production Engineering related KPI's that are in line with the overall company business plan. (Overall Equipment Effectiveness, WIP reduction, Scrap/Rework reduction, Internal Fault Levels/First Pass Yield, Labour Productivity, Absenteeism, OH&S Incidence, Delivery-In-Full-On-Time (DIFOT), 0 km/Field returns from OEM's)
- Implementation of new, more robust Quality, Production Planning and Production Engineering systems in order to improve efficiency, traceability and control of process, product and inventory
- Leadership and Personnel management. Conduct personnel reviews and identify development plans in line with departmental and organisational strategy. Implementing succession planning strategies. Participate in resource planning and recruitment to meet organizational requirements
- Planning and strategising for upcoming EBA negotiations with National Union of Workers (NUW) and overseeing/managing the NUW-Company relationship

- Develop and maintain strong customer links (both internal and external) to facilitate long-lasting relationships based on mutual respect, understanding and “win-win” results.
- Ensure activities within area of responsibility conform to corporate and legal guidelines.

Achievements

- Introduction of formal Stage Gate (Quality Stage Release) review process into Production Engineering department as per TS16949 APQP requirements.
- Reviewed and re-set min/max finished goods stock levels for all Toyota and GM Holden related products. Finished Goods stock reduced by 35% by studying customer withdrawal pattern and re-structuring logistics flow.
- Introduced full DIFOT (Delivery-In-Full-On-Time) KPI reporting for all manufactured products from Production Areas into Finished Goods stores and Finished Goods Store to End Customer. Increased DIFOT from Production to Stores by Value Stream Mapping complete Supply Chain to identify and eliminate inefficiencies and system related barriers. Overall DIFOT improved from 75% to 98%
- Implementation of SAP Production Planning modules to simplify and reduce production planning requirements. Implemented Electronic Data Transfer (EDI) from end customer linked directly into Production Planning module. Removed need for multiple planning points within AAPL
- Stock Take procedure totally overhauled by implementing manual docket tagging. Stock losses reduced by 40% since December 2003 by setting defined work centres for all discrete production areas. Greater visibility and traceability of all goods movements in and out of production areas and on SAP. Inventory control much cleaner and easier.
- Implementing Non Conforming Report (NCR) database to track all In-Process and End-of-Line Quality Audits. Database can be used to sort by product, date, or fault type by all departments to track quality history and to use as tool in Six-Sigma related projects and Corrective Action Plans.
- Implemented SAP Maintenance Module to control and perform breakdown and preventative maintenance activities. Database created to log all breakdown maintenance activities in order to study trends and patterns to develop preventative maintenance plans as per TPM requirements
- Developed Electronics Manufacturing Concept (EMC) to set internal standards for machine and process selection, process flow, workplace design, material flow/ship-to-line methods, Electrostatic Discharge (ESD) requirements, etc for all existing and new products/processes. This was to bring AAPL into line with the rest of Yazaki world and to facilitate a common Yazaki standard worldwide.
- Introduction of Hoshin Charts for Lateral and Vertical Policy Deployment within the department and Organisation. KPI's were made visible for all department managers and their associates so that all are working to a common goal. Introduced monthly KPI mtg's with my dept managers with Quarterly Policy Deployment review. Departmental Manager accountability and responsibility increased as a result

Robert BOSCH Australia

Production Group Leader – Steering Angle Sensor Assy (July 2000 – November 2003)

Robert Bosch Aust (RBAU) is recognized within the local Automotive Industry as the benchmark Automotive Components supplier in Australia. With design, manufacturing and distribution control in line with world's best practices, RBAU supplies automotive components to Local and Overseas OEM's in North/South America, Europe and Asia

Role

- Responsible for LWS3-4 Steering Angle Sensor Production Engineering department. Production Engineering department consisted of 6 engineers, 5 team leaders and 50 production operators.
- RBAU is the manufacturing center for this particular range of electronic sensors for Bosch worldwide. LWS3-4 sensors supplied to OEM's in Europe, Asia, North America and Australia. Product turnover in 2003 was \$38M AUD. 2004 Turnover budgeted at \$48M AUD
- Technical Capacity planning to meet future business plan volumes (4 year forecasting)
- Capital Investment planning, budgeting and control
- Cost center expense planning, budgeting and control
- Project management and co-ordination of all LWS3-4 Product and Process rationalization projects to maintain product profitability targets.
- Initiate and implement cost reduction activities for the manufacturing and product group.

- **Bosch Production Systems (BPS)** introduction into LWS manufacturing. Projects include 5S, TPM, Value Stream Mapping and Analysis, Customer Order driven Pull System/Kanban, Lean manufacturing principles and techniques
- Responsible for meeting Manufacturing related KPI's (Overall Equipment Effectiveness, WIP, Scrap/Rework reduction, Internal Fault Levels/First Pass Yield, Labour Productivity, 0 km/Field returns from OEM's)
- Project management of New Product/Plant/Process Introduction into manufacturing group as per Bosch APQP requirements.
- Maintaining all manufacturing processes and systems in accordance with TS16949 Quality Management Systems
- Leadership and Personnel management. Conduct personnel reviews and recommend development plans. Participate in resource planning and recruitment to meet manufacturing requirements
- Ensure activities within area of responsibility conform to corporate and legal guidelines

Achievements

- Increased technical capacity from 500K sensors/annum (yr 2000) to 2M sensors/annum (yr 2004)
- Introduced over 25 new variants of LWS3-4 for customer platforms from Europe, Asia, North America and Australia
- Have project managed capital investment (CAPEX) projects totaling over \$20 Million dollars in 4 years for LWS3-4 projects alone. Projects include Surface Mount Assy lines from PCB manufacture through to in-line active temp testers, automated assy lines and final testers, inventory management systems.
- Sourced new Plant/Process to meet design/process requirements for individual customer platforms. Have project managed Process, Machine and Building Design Engineering teams to establish plant/process from concept to commissioning/release stage which included; machine/process/control selection and capability, process time studies, cycle time balancing, material flow review, ship-to-line (internal KANBAN).
- Co-ordination of Design for Manufacture/Design Review workshops with RBAU and Bosch Germany/Japan personnel.
- Product Rationalisation co-ordinator for LWS3/4. Saved \$1.1 Million AUD in 2003 in manufacturing cost by supplier material cost savings, labour reductions (by way of increased automation), overhead reductions, logistics/packaging changes. Make price for 419 LWS3 sensor reduced from \$29.60 AUD in Jan 03 to \$25.31 in Dec 03.
- Key team member for introducing Kepner Tregoe Analytical Troubleshooting techniques for efficient and effective root cause analysis, problem resolution and Decision Analysis. Highly effective tool for analysis of complex problems in order to provide solutions and reduce manufacturing/product costs.
- As part of Value Stream Mapping, identified Lean Manufacturing opportunities for LWS3-4 Sensor manufacturing area.. Installed Customer order driven KANBAN system into manufacturing. Reduced stock levels and costs in warehouses at RBAU and overseas via complete overhaul of Material Flow and Stock Holding levels. Work in Progress reductions and minimized store stock levels.
- Reached S5 (Sustain) level for 5s implementation in LWS3-4 manufacturing area. Step 3 in TPM.
- Introduced Workshop Visualisation program in line with BPS requirements to empower direct production personnel to actively co-ordinate measures within their team to improve machine/process utilisation, deliveries to finished goods, first pass yield and team morale

Robert BOSCH Australia

Production Engineer – Starter Motor Production Team (January 1997 – June 2000)

Responsibilities:

- Reported to Starter Motor Manufacturing Group Leader
- Provided engineering support for issues affecting product quality, cost and efficiency with respect to Armature Assy, Shaft Assy and Starter Motor Final Assy production areas.
- Coordinated production workshop personnel to ensure correct function of equipment during production.
- Created and/or updated production process documentation. (PFMEA, Control Plan, Contingency Plan, Production Instructions, Tool and Gauge Lists)
- Capital Equipment Selection, New Process/Tool and Jig design introduction. Team member in concept development, design review, manufacture and implementation.
- Conducted capability releases for new process/equipment, equipment moves, and major line changes.

- Provided technical assistance to the production group leader and product engineers on production related matters (process instruction, training, equipment breakdowns, preventative maintenance plans, root cause analysis-8D reporting)
- Resolved new product/process design issues in regards to compatibility with existing equipment.
- Monitored and implemented measures to improve first pass yield, defect cost and production line delivery performance. Maintained accurate throughput calculations, determined cycle times, identified bottlenecks, labour resource and capacity constraints.
- Co-ordinated activities for line balancing (bottleneck cycle time reductions, workplace ergonomic assessments).
- Organized and co-ordinated activities of maintenance department. Scheduled maintenance for weekend and shutdown periods. Supervised fitters and electricians in troubleshooting and repair of all process equipment.
- QS9000 Quality Co-ordinator for Starter Motor/Alternator Production Engineering Department. Responsible for internal auditing to QS9000 standard and maintaining QS9000 standards within Production Engineering department. Responsible for creating and implementing internal procedures pertinent to manufacturing group.

Achievements

- Member of DW 1.4kW Starter Motor introduction into market for Australian OEM's. DW starter motor was a lighter and cheaper starter that replaced the older generation DV starter motor.
- was team member of machine and tool design team focusing particularly on re-tooling shaft, armature and final assy production lines. Machines that required re-tooling included, centreless grinders, knurling presses, gear hobbing, induction hardening, shaft presses, welders, impregnation machines, balancing machines, electrical testers, screwing stations, final testers.
- was responsible for sourcing, ordering, commissioning and releasing new process
 - ROFIN laser inscription machines to mark manufacturing data on starter motor housing
 - BALANCE SYSTEMS dynamic armature balancing machines
 - RIMAC Commutator and Lamination Packet pre turning and final turning automatic lathes
 - RIMAC/KOKUSAI armature Electrical winding testers
- was Departmental quality co-ordinator for 2 years with focus on introducing and maintaining manufacturing processes and procedures in line with QS9000/TS16949 Quality System requirements. Accredited QS9000 Internal Auditor
- introduction of fully automated Armature Impregnating, turning, balancing and electrical testing line. Savings amounted to 3 operators per shift across 3 shifts, maintenance and spare parts reduction. Project payback period was under 2 yrs for investment of \$850K AUD
- introduction of armature flux and solder machine. Original process was done by manual operator. New automation via SCARA Robotic arm introduced to eliminate safety hazard (operator dipping armatures manually into hot solder bath) and eliminated the manual labour content. Payback period was under 2 yrs for investment of \$380K AUD

Robert BOSCH Australia

Graduate Engineer (August 1995 – December 1996)

- Was one of 5 Graduate engineers employed by Robert Bosch for 1996 Intake
- Was required to undergo, quarterly rotations through production, quality, development, maintenance and sales engineering departments. Aim was to get a greater insight into the roles of each department and establish a network of contacts that I would use as a resource in future times
- Responsible for bringing Starter Motor workshops up to ISO9000 quality standard levels. Bosch accredited with ISO9000 status in December 1995

EDUCATION

Bachelor of Mechanical Engineering Swinburne University of Technology – August 1995

NLP Practitioner – Business Communication Certificate. March – June 2001

NLP Master Practitioner – Business Communication Certificate. Sept – Dec 2001

Kepner Tregoe – Analytical Trouble Shooting – Dec 2002

Effective Supervisory Management - Leadership Management Institute – June 2003

Effective Management Development – Leadership Management Institute – June 2005

Extensive list of other training and development courses available on request

Lean Master – Certified by Motorola University 2008

Six-Sigma Green Belt – Certified by Motorola University 2008

Certificate IV TAA (Training and Assessment) – April 2008

HOBBIES & INTERESTS

- Off road 4wd and 4wd touring, mountain biking, camping, fishing and enjoy the great outdoors.
- Traveling and experiencing new cultures and environments
- playing drums, all styles of music, reading, cooking
- organic farming. Have started my own Organic Walnut farm with 1500 walnut trees
- Active in various community projects – Amnesty International volunteer.

REFERENCES

Available on request