

**Resume': Greg Hart - IE, MBA      President      Hart Innovative Solutions, Inc.**

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***Rapid Implementation for Lean Success***

<http://www.hartinnovations.com/>

- **Lean Strategy and Planning:** Lean Assessment, Vision, Strategy, Value Stream Mapping, Business Process Analysis, Project Planning - Leadership, and Kaizen Breakthrough Events
- **Lean Throughput and Flow:** Increased Throughput, Capacity Control, Cellular - Streamlined Flow, Kanban - Pull Systems, Setup Reduction, and Total Productive Maintenance
- **Lean Quality and Stability:** Defect Reduction, Quality Problem Solving, Standard Work - Process Control, Communications Process Engineering, Visual Systems and 5S

**Implementation**

- ◆ Conduct a systemic overview of the business problems, symptoms and undesirable effects. Identify business context, organization plans, related business measures, and primary contacts.
- ◆ Define organizational strategies and an approach best suited to provide custom solutions to identified business needs.
- ◆ Establish a project agreement defining objectives, expectations of consultant and client, deliverables with timing, success measures, reporting requirements, contacts in the organization and contractual agreement.
- ◆ Conduct fact-finding research and analysis using interviews, group problem solving, review of existing data sources, targeted diagnostic forms, process mapping, videotaping, systematic layout planning, and data analysis.
- ◆ Prepare recommendations based on lean thinking linked to client strategy and gain consensus.
- ◆ Prepare project plan: work breakdown structure, resource needs and availability, activities, deliverables and timing.
- ◆ Support implementation with hands-on assistance, kaizen breakthrough events, measured progress, follow-up & coaching.

**Employment History** (References available on request)

- ◆ 1998 to Present: Hart Innovative Solutions, Inc. – President – Growing list of clients includes: Advanced Interconnect Manufacturing (AIM), AngioTech BioCoatings, Batavia Wine Cellars, Burleigh Instruments, Helen Hayes Hospital, JASCO Tools, OhmCraft, Optimax, Pierce Industries, Simcona, TargetVision, TRW, Wilson Greatbatch, and Xerox
- ◆ 1985-1998: Eastman Kodak – Senior Industrial Engineer - 12 years, Supervisor - 1 year, Projects in manufacturing and service: machining, sheet metal, electronics, equipment assembly, digital products assembly, and customer service.
- ◆ 1981-1985: Co-op work blocks at Harris - RF Communications, and 3M Graphic Film Division.
- ◆ 1974-1981: The Denver Stores, Division of Associated Dry Goods - Distribution Center - Receiving and Marking Manager

**Education** (Transcripts available on request)

- ◆ MBA - Simon School of Business: 1998 -University of Rochester - Beta Gamma Sigma Honor Society, Concentrations: Operations Management in Manufacturing and Service, Finance and Corporate Accounting.
- ◆ BS Industrial Engineering: 1985 - Rochester Institute of Technology (RIT) - with honors.
- ◆ Computer Skills: ACT!, Adobe Acrobat, AutoCAD LT, Microsoft (MS) Windows, MS Office Pro (Access, Excel, Word, FrontPage), MS Outlook, MS Project, Internet, QuickBooks, and Visio.
- ◆ Material Flow & Supply-Chain Courses: Lean Manufacturing Summit, Demand Flow Technology, Just-In-Time, Optimized Production Technology, Material Requirements Planning, Capacity Management, and Production Activity Control.
- ◆ Business Process and Quality Courses: Lean - Six Sigma Black Belt, Business Process Re-engineering, WestIP - Cost-Time Analysis, Group Problem Solving, Consulting Skills, Statistical Process Control, Work Systems Redesign, Change Management, Business Planning, Value Analysis, IIE / AME Seminars, Plant Tours, and Conferences.
- ◆ Business Performance Courses: Project Management, Selling Ideas, Supervision and Management, Positive Discipline, Leadership, Performance Management, Change Management and Diversity Training.

**Professional Societies, Associations and Honors**

- ◆ Institute of Industrial Engineers (IIE): Senior VP of Continuing Education (03-05) Regional VP (96-98), President Rochester Chapter (93-96, 99-02, 05-07), Conference Chair (92-93, 99-01), Program Director (91-92) and Various Committees.
- ◆ Active Memberships In: Association for Manufacturing Excellence (AME), APICS, Rochester Business Alliance, Rochester Industrial and Manufacturing Engineering Society (RIMES), Rochester Joint Council of Professional Business Groups, Rochester Professional Consultants Network (RPCN), and Rotary International.
- ◆ Other Honors: Rotary Paul Harris Fellow, Eagle Scout, First Place - Material Handling Society Paper Competition

## Lean Strategy and Planning

- *Lean Business Strategy*
  - ◆ Conducted lean manufacturing breakthrough implementations with small to mid-sized companies
  - ◆ Delivered training: *Lean Manufacturing Course with Live Simulation, Value Stream Mapping, Setup Reduction, Cellular Manufacturing, Getting Started with 10X and Product Flow for 10X Team Leaders.*
  - ◆ Led teams to reduce cycle time on order fulfillment and manufacturing processes for complex equipment.
  - ◆ Managed Optics department using total quality management (TQM), just in time (JIT) and employee involvement.
- *Value Stream Mapping – Process Analysis*
  - ◆ Conducted several Value Stream Mapping training sessions and applications to help define lean strategy
  - ◆ Mapped baseline and improved processes for painting, heat-treat, sheet metal fabrication and machining flows.
  - ◆ Introduced *Westinghouse Technology to Improve Processes (WesTIP)* methodology to Kodak including methods to develop and display cost versus time relationships. Incorporated cost-time analysis into process-flow mapping.
  - ◆ Used process mapping, simulation and strategic inventory placement to analyze and reduce supply chain lead times.
- *Project Planning - Leadership*
  - ◆ Managed \$1.0 million reconfiguration project for electronics plant and warehouse for lean manufacturing.
  - ◆ Led project to reduce Optics inventory from \$16 to \$8 million in six months using variety of techniques.
  - ◆ Facilitated team to conduct structured interviews to improve new product service delivery development process.
  - ◆ Improved internal customer - supplier relationship processes for quotes, contracts and new programs.
- *Kaizen Breakthrough Events*
  - ◆ Led numerous kaizen breakthrough events in small to medium sized companies.
  - ◆ Facilitated first team using Kaizen process in Kodak. Produced condensed videotape of kaizen blitz process.
  - ◆ Recruited kaizen speakers and tours for local IIE conference. Researched and benchmarked best practices.

## Lean Throughput and Flow

- *Increased Throughput - Capacity Control*
  - ◆ Conducted capacity and equipment utilization studies and applied Theory of Constraints in many settings to guide improvements and increase throughput
  - ◆ Facilitated production control teams to improve on-time delivery performance from 60% to over 90%.
- *Cellular - Streamlined Flow - Lead-time*
  - ◆ Facilitated major factory reconfigurations in electronic and equipment manufacturing plants
  - ◆ Designed many facility layouts in AutoCAD for manufacturing and distribution. Setup equipment database.
  - ◆ Coordinated two \$6 million optics manufacturing facilities / equipment installation projects over a two year period.
  - ◆ Designed cells for lens production, copier assembly, digital camera assembly – packing, fuser frame & rubber rollers.
- *Kanban - Pull Systems*
  - ◆ Designed several kanban systems and table-top simulations for electronic and plastic molding manufacturers
  - ◆ Selected and installed kanban replenishment and containerization system on electronic camera factory start-up. Incorporated barcode and Electronic Data Interchange (EDI).
  - ◆ Implemented kanban production control systems in optics manufacturing cell resulting in less inventory and staff.
- *Setup / Changeover Reduction*
  - ◆ Coordinated set-up reduction on machining, lens grind-polish and molding operations.
  - ◆ Applied Single Minute Exchange of Die (SMED) methodology – documented results in a report.
- *Total Productive Maintenance*
  - ◆ Assisted preventive maintenance applications in electronics manufacturing.

## Lean Quality and Stability

- *Defect Reduction - Quality Problem Solving*
  - ◆ Facilitated quality problem solving for machining, sheet metal manufacturing and electronic component manufacturing
  - ◆ Led team redesign of quality information flow and corrective action in equipment division.
  - ◆ Facilitated team redesign of training and publications process for customer equipment services division.
- *Standard Work - Process Control*
  - ◆ Incorporated Standard Work and video-based methods analysis and improvement in many kaizen applications.
  - ◆ Installed SPC on rotational machining and optics processes. Facilitated SPC -based vendor certification process.
- *Communications Process Engineering*
  - ◆ Designed and applied process matrix and related tools to help companies to diagnose and improve communications
- *Visual Systems and 5S*
  - ◆ Applied 5S and built in visual systems on manufacturing, assembly and shipping dock operations.
  - ◆ Studied and incorporated applications of visual controls used by Toyota, Johnson Controls, and others.