

**DICK KUSTER**  
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Operations leader with demonstrated success in improving day-to-day performance seeks project assignments. Can provide near-term results without long-term expense commitment.

#### PROFESSIONAL ACCOMPLISHMENTS

- Developed Focused Factory Team structure and implemented Lean Manufacturing processes that reduced inventories by 45% and lead-times from weeks to days. Introduced single-piece flow in critical parts areas that reduced work-in-process inventories over 50% and allowed daily shipments. Improved material flow/handling by relocating major semi-automatic line. Led SMED team that reduced setup times in capacity-bound work center.
- Major contributor in reversing operating losses and maintaining profitability through six year period of flat sales for producer of engineered-to-order packaging machinery. Reduced annual operating costs by \$115,000 and work-in-progress by 28%. Implemented Daily Snapshot metrics of order and shipping activity in an aftermarket tooling and service parts profit center that reduced past dues from 35% to less than 1% and increased profits. Developed and implemented equitable pay-for-skill compensation.
- Facilitated process review using Value Stream Mapping for multiple clients. Used the critical business issues that were identified to drive the selection of integrated manufacturing/distribution software. Worked directly with executive staff to develop charter for Information Technology. Led client task force through review to identify core processes and process improvements. Provided implementation support and post-implementation audits. Provided site audit of client's acquisition to determine readiness for new system environment.
- Consolidated lawn and garden tractor lines. Revamped facilities and implemented mixed-model assembly lines that eliminated changeover and increased capacity. Lead-times reduced from six weeks to days; inventories reduced \$4,250,000. New capability for Demand-Driven Execution credited for additional \$1,800,000 in sales.
- Contracted as an interim materials manager in a performance turn-around for a supplier of appliance decorative trim. Expedited to keep customer lines running while implementing effective scheduling and improving product quality. Trained personnel. Reduced past due orders from 18% to less than 2% in five weeks and obtained consistent on-time delivery.
- Merged acquisition of new product lines without missing shipping commitments. Reengineered processes concurrent with move and reduced product cost. Set up work cell for assembly of new product line. Integrated acquisition of new

product line and equipment without missing delivery commitments. Set up work cells and reduced cost of manufacturing.

- Identified capacity of client rolling mill. Worked with task force of bargaining unit members that reduced number of job classifications, improved quality, increased yield and identified opportunity for self-directed work cells.
- Implemented scheduling disciplines to coordinate machining, fabrication and purchasing priorities to assemble and test engineered-to-order precision printing machinery. Reduced lead-times from 8-10 months to 15 weeks.
- Site manager for successful ISO 9000 and ISO 9000-2000 certifications.
- Developed operating strategy to integrate tooling and order entry for capacity management of a six plant operation that supplied components to the Heating, Ventilating and Air Conditioning industry. Eliminated duplication of work centers and balanced workloads between plants that reduced wild swings in overtime and delivery performance. Transferred machinery for a new plant start up.
- Created internal consulting staff for a producer of radiators for truck and off-highway applications. Developed production and inventory control training program and workshop for 16 plants. Implemented controls in jobbing plant that reduced raw materials inventories by 25%; eliminated delivery bottlenecks.
- Co-leader of a formal Partnering Process, based on a strategic alliance between the company and the bargaining unit. Identified common goals and shared decision-making with union personnel. Led effort for employee involvement.
- Evaluated, selected and installed MRPII software for producer of custom packaging machinery. Effective development of people and systems resulted in consistent on-time delivery and 35% reduction of work-in-progress inventory.
- Managed complex data processing operations, including legacy MRP and General Ledger systems, when company elected to move from multi-plant to multiple business units. Restructured and aligned databases, operating software and systems/programming staff to support new operating structure.

## WORK HISTORY

2001-2003      *Director of Operations, MILSCO MANUFACTURING COMPANY*  
1998-2001      *Management Consultant, KUSTER & COMPANY*  
1997-1998      *Vice President Operations, BARRETT VARNISH COMPANY*  
1995-1997      *Vice President Operations, M & R PRINTING COMPANY*  
1995-1995      *Director Process Improvement & Information Systems, CENTRAL PRODUCTS*  
1961-1995      *Positions of increasing responsibilities in manufacturing, materials and systems management in major companies including EMERSON ELECTRIC, BEMIS, JACOBSEN, MODINE MANUFACTURING and EX-CELL-O CORPORATION.*

## EDUCATION

BS Mechanical Engineering, University of Illinois, 1961  
MBA courses in Marketing, Finance and Operations Research, Wayne State University