DALE HEDGES 573.207.5139

Huntington Beach, CA i.am@dalewhedges.com

**Operations Leader and Lean Change Agent** focused on growth and financial improvement. Successful, progressive and versatile professional with extensive experience managing teams in a wide range of business environments. Areas of expertise include:

- Production/Manufacturing Operations
- Total Quality Management
- Supply Chain Management
- Team Growth and Development
- Customer Service
- KPI development and management
- Lean Implementation
- Continuous Improvement Champion
- Program/Project Management
- Mentoring Leader Development
- Reverse Logistics/Returns/Repair
- Multiple-site operations management

## PROFESSIONAL HIGHLIGHTS

## OMNIDUCT, Anaheim, CA

One of the largest U.S. HVAC duct manufacturers (200 employees)

### **Vice President of Operations**

**CHALLENGE:** Facing the worst downturn in the company's history, focused on introducing and building a Lean and Continuous Improvement culture. With coaching and mentoring the operations leadership, developed strategies and methods to increase profitability in a team environment across four factories.

- For five years in a row, **consistently improved direct costs by \$3.2M** (9.3%), averaging \$640K per year.
- Increased cash flow by reducing physical inventory by \$1.1M in less than twelve months.
- > Over the past five years, improved inventory turns 20%.
- Over the past three years, improved direct labor efficiency over 70%.
- Developed processes for next-day delivery of fabricated orders (Just-In-Time), which beat competitor cycle times and increased cash flow.

## TOSHIBA AMERICA INFORMATION SYSTEMS, INC., Irvine, CA

2008-2009

2009-2018

TAIS is a world leader in notebook design and sales

1990-2003

Director, Manufacturing Engineering Manufacturing Quality Assurance Manager Business Unit Manager (Repair & Service) Manufacturing Manager

**CHALLENGE:** Market demands required the increase of new product launches. Using Six Sigma principles, developed and implemented a complete product lifecycle process for portable computers through a multibillion-dollar, high volume manufacturing plant.

- Reduced the launch cycle by five days; improved on-time launch success from 53% to over 91%; and increased the average number of launches from three per month to fifteen.
- > Developed and managed a continuous improvement model with suppliers that **decreased** packaging and documentation costs 26%.

**CHALLENGE:** To reduce the cost of the repair and returns service. Responsible for and coordinated multiple projects with personnel from four divisions that consolidated four separate repair and service operations (Telecom, Computers, Cell phones, FAX/Copier) into one central corporate Repair Center.

- > Directed the development and implementation of a propriety return & repair tracking system.
- > Reduced repair part inventories by \$300,000 within the first year and exceeded quarterly budgeted Profit Before Tax for two years.
- Developed strategies and directed activity that improved repair service levels for Approved Service Providers (ASP) in the United States and Canada, which reduced repair parts lead times by ten days.
- Modified the Repair Center support model to service regionalized Repair Depots, which improved non-priority repair cycle times to a standard of five days.

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## **GATEWAY, INC., Irvine, CA**

The third largest PC supplier in the USA

## **Marketing Program Manager**

CHALLENGE: Marketing missed the launch dates of new product 20% of the time.

- Implemented and utilized Lean and Continuous Improvement principles, created, trained and implemented a new product launch process for Marketing that improved the launch and on-time accuracy of Marketing deliverables by 15%.
- Successfully managed the execution of Marketing campaigns that included print, web, email, web search and data feeds.

#### OTHER CAREER HIGHLIGHTS

## AEROSCIENTIFIC CORPORATION, Anaheim, CA

**Production Manager** 

2005-2008

High volume fabrication facility of printed circuit boards

- Conducted company-wide training for Lean and Continuous Improvement.
- Implemented Lean and Continuous Improvement methods in the Layer Production Line, which resulted in a reduction of layer rejection rate by 23%.

#### INTEL CORPORATION, Phoenix, AZ

**Repair Center Production Supervisor** 

World's largest semiconductor supplier specializing in computer processors

- Introduced to Just-In-Time principles and participated in the first Quality Circle established at Intel, Phoenix.
- Identified the cause of component defects and implemented ESD procedures in Repair Center.

**PROJECT HANGOUT**, Orange, CA A non-profit youth mentoring organization

Founder, President

# **EDUCATION**

Bachelor of Science, Business Management, Magna Cum Laude Pepperdine University, Malibu, CA

#### PROFESSIONAL DEVELOPMENT

Townsend Leadership Program, Director Certification Costa Mesa, CA

Listen Like a Leader – Barry Wehmiller University St. Louis, MO

Total Productivity Management Certification - Toshiba Irvine, CA

Project Management Certification - Caltech Industrial Relations Center Pasadena, CA

Six Sigma, Green Belt Certification – Toshiba Irvine, CA

ISO 9000/9001 Compliance - American Institute of Quality and Reliability Irvine, CA

Quality Improvement Leadership Certification – Juran Institute Southbury, CT

Statistical Process Control Certification – Aeroscientific Anaheim, CA