

CHRISTOPHER R. LEADER

Builder of corporate performance and industry leadership. Provider of Product Development visions with rapid implementation and effective Sales strategies. Experienced multi-industry manufacturing Change Agent, a driver of Lean and 6 Sigma processes in both the factory and front office. Over 30 years of operational experience and over 15 years of sales and P&L responsibility.

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DRIVING ORGANIZATIONAL AND FINANCIAL EXCELLENCE:

Hi-BEAM CONSULTING, LLC *A lean boutique firm with a long bench, specializing in Business Strategy, Operational and Quality Improvement, and IT business support.*

Managing Partner

8/2012-Present

Specializing in Strategy, Operational Improvement, cost reductions and Continuous Improvement. Providing both corporate product strategy and overall expertise to implement Lean manufacturing and Six Sigma principles into both the factory floor and the front office operations.

HOSHIZAKI AMERICA, INC., *Peachtree City GA, \$200M US subsidiary of 65 year-old \$2.1B Multi-National Japanese public corporation. Multi-plant Industrial Manufacturer of Commercial and Residential Ice Machines and Refrigeration Equipment, and 15 regional sales & distribution centers.*

President

4/2011 – 7/2012

Chief Operating Officer (COO)

1/2010 – 4/2011

Responsible for strategy, sales, design, production, quality, finance, HR, 6 Distribution subsidiaries and service for the Western Hemisphere. 586 employees, BOD Chairman, Reported to CEO of Japanese parent. Took over full P&L of business that had just lost 11% of sales. First non-Japanese head executive for this bi-cultural international company.

- Grew sales over 35%, profits over 40% while gaining 4 points of market share in 2 ½ years in a stagnant economy. Developed sales strategy and new products to land new major chain accounts, grew existing dealer base to achieve record sales and profits, far surpassing all budgets and goals.
- Laid out multi-year business strategy to achieve aggressive corporate long term goals. Revamped design process with product families and concurrent engineering to reduce new product development cycle from several years to under 8 months.
- Utilized Lean processes in the factory and office to maintain stable headcount while growing production, complexity and market segments. With Kaizen, 5S, and Six Sigma reduced defects and drove double digit productivity increases year over year.
- Achieved rapid design and introduction of a new product line to grow a highly competitive market segment over 4 fold in under two years. Orchestrated two new innovative design breakthroughs which will propel the company for years.
- Selected and implemented an ERP system on time and under budget. Implemented cross functional teamwork, a pay for performance system and rewarded successful collaboration.
- Achieved ISO 9001:2008 Quality recertification, ISO 14001:2004 Environmental certification, OHSAS 18001:2007 for Safety, and the EPA Energy Star Partner Award for Excellence.
- Achieved over \$8M in cost reduction and expense avoidance throughout the business in one year.

- Evaluated numerous domestic and foreign acquisition targets. Reached an LOI in Brazil.

SKYLINE CORPORATION (SKY - NYSE), *Elkhart IN, Recreational Vehicle and Modular /Manufactured Housing company that peaked at \$665M, 26 factories and 3,500+ employees.*

Vice President – Operations

1997-2009

Full P&L responsibility, Corporate Officer, Reported directly to Chairman/CEO. Appointed **Deputy CEO** in Sep 2008 for succession planning. Absorbed most **COO** responsibilities in 2005 when position eliminated. Assumed **Chief Information Officer (CIO)** duties in 2001. Responsible for sales, manufacturing, quality, IT, service, materials, and manufacturing engineering.

- Led strategy development to guide Skyline during extreme market volatility to record sales and profits, also scaled operations to minimize losses to outperform the industry depression during the financial crisis. Conceived and orchestrated strategic plans to streamline the organization and reduced breakeven by 40%. Developed and managed capital and financial budgets, reviewed SEC filings and SOX controls.
- Implemented Lean manufacturing principles, total quality processes, industry leading safety practices and customer focused satisfaction as an integrated approach. Increased labor efficiencies even though the market demanded increased product complexity and mass customization, while driving the Workmen’s Compensation accident rate to the industry’s lowest.
- Improved the Customer Satisfaction Index from 69 to 86, rivaling Honda and Lexus. Led the industry in product quality. Third party inspection defect rate decreased 70%. HUD federal quality system compliance inspections went from below to 3.5 times better than average.
- Developed both short and long range IT strategies converting from mainframe and manual systems to an integrated server based system. Championed a multi-year ERP selection and implementation project. Left the project on schedule and under budget. Established a major internet presence for both retail and dealer networks. Installed company wide intranet.
- Revamped field service network to provide a “turnkey” customer experience causing first time service total completion rate to go from 30% to over 70% with a resulting major warranty decrease.

TREK BICYCLE CORPORATION, *Waterloo WI, Privately held \$400M bicycle manufacturer*

Vice President – Operations

1994-1996

Corporate Officer, Reported to the President. Responsible for design, engineering, purchasing, manufacturing, quality and distribution for the bicycle and helmet lines, included four domestic operating divisions and one Asian subsidiary for over 1,000 employees.

- Increased production volume in existing facilities 33% and achieved the first production surplus in the company’s 20-year history. Decreased WIP 75% by instituting a Lean pull system.
- Sales increased 45% and profits jumped 80% in a two-year span.
- Decreased factory hourly turnover by 30% in less than a 3% unemployment labor market.
- Leveraged purchasing activities to achieve a 6% cost reduction in internationally sourced parts, by visiting China and locating new suppliers.
- Successfully integrated two independent bicycle company acquisitions as operating divisions. Oversaw major capital infusions, which resulted in doubling of production volume and significant cost decreases in less than a year. Brought to market award winning innovative designs that were key to increasing growth.

FORD MOTOR COMPANY, Ohio Assembly Plant, Avon Lake OH 1991-1994

Area Manager/Production Manager: Final Assembly 1994, Managed 895 employees, responsible for production operations for the Mercury *Villager* and Nissan *Quest* minivans.

Quality Manager: Vehicle Evaluation 1993-1994 Established quality systems for *Villager* to achieve Ford's highest CSI rating. Corporate Q-1 auditor. Actively managed the quality interface between Ohio Assembly and Nissan Corporation for over \$1 Billion/yr of Nissan *Quest* vehicle transfers.

Production Superintendent 1991-1993, Established Ford's first successful self-managed unionized (UAW) hourly production team. Managed the VX Body Shop, operated at 135% of tooled capacity due to sales demand. Achieved productivity and cost goals, surpassed quality objectives by 25%. Managed production in the world's largest automotive paint facility.

GENERAL MOTORS CORPORATION, Saginaw Division, Saginaw, MI, 1985-1991

Strategic Business Unit Planner/GM Graduate Fellow 1989-1991, Awarded full GM Graduate Fellowship Scholarship for a fulltime MBA. Worked in Germany to develop manufacturing Activities Based Costing and pricing matrices for German subsidiary and interfaced with largest European customer. Resulted in significant pricing changes and improved profitability of European operations.

Senior Quality Engineer 1986-1989, **Statistical Process Control Analyst** 1985-1986
Earned highest Supplier Quality Awards from Toyota, Chrysler and GM customers. Performed statistical studies and presentations to save a \$42M/yr contract.

MILITARY EXPERIENCE:

UNITED STATES NAVY, USS England (CG-22), USS Merrill (DD-976), San Diego CA, 1981-1985
Lieutenant, Officer

- Surface Warfare Officer, Navigator, Gunnery, Administrative and Engineering Officer.

EDUCATION:

THE UNIVERSITY OF MICHIGAN, Ross School of Business (Fulltime), Ann Arbor, MI 1991
MBA with High Distinction.

- Named *The Henry Ford II Scholar* for graduating #1 in my class.
- *General Motors Fellow*, Awarded full scholarship

THE UNIVERSITY OF NOTRE DAME, Notre Dame, Indiana 1981
Bachelor of Science in Mechanical Engineering

- Naval ROTC Scholar, Dean's List, Member of Notre Dame Rugby Club

PROFESSIONAL RECOGNITION:

American Society for Quality (ASQ) Certified Quality Engineer (CQE) since 1986

- Awarded Senior Member status for outstanding quality accomplishments.
- Quality Engineering, Published** "Integrating Human Dynamics and Statistical Process Control"
October 1988

Department of Defense, Top Secret clearance. Married, three grown children, enjoy sailing