

RICHARD KUNST

President and CEO

A native of Southern Ontario, Canada, Richard's career history has encompassed many areas within manufacturing, operations, retail and supply chain, covering all the aspects from "quote to cash".

During the course of his career, Richard has held positions such as:

- **Director of Operations for WEA Music.** Witnessed the demise of the 8-Track and the birth of the CD. Started Warner Home Video Division for the duplication and distribution of pre-recorded movies for Canada. This was a high paced high volume environment where product had to be produced and delivered simultaneously from coast to coast in under 7 working days. The true pinnacle of Lean and JIT.
- **Materials Manager for Rockwell Automation.** Became one of the founding fathers of the HPM Consortium – a consortium of 17 diverse companies striving to achieve excellence by working together. Was also a member of the advanced manufacturing team that worked on product rationalization, development of low cost assembly plants. Scope included Logistics, Purchasing, Scheduling and Planning and Customer Service. During our tenure using supplier development tools was able to reduce Total Cost of Procurement (TCOP) costs by 46%. Reduced supplier base from in excess of 600 suppliers to less than 50 by implementing commodity management.
- **Director of Production Control for CAMI** [assembly plant for the Suzuki Tracker and GM Eqinox]. Implementing Lean Manufacturing Principals allowed the plant to reduce inventory from 14 hours to 4 hours within 1 year. Responsible for component acquisition, scheduling from supplier to availability line side. Spent considerable time in Japan being rigourly trained in the Toyota Production System. This one of the few car assembly plants that could adjust line speed to complement customer demand without closing the plant or interrupting production. This was also one of the few plants that supplied service part requirements through normal production.
- **Vice President of Manufacturing for R-Theta.** Guided this medium sized organization in becoming a global entity using Internet technology, and elements of the Toyota Manufacturing System (Lean Manufacturing) absorbing 20% growth annually with existing resources.
- **Director of Continuous Improvement for Stackpole Limited.** Leading coach facilitating the adoption of Lean Principals across 5 facilities under the banner of the Stackpole Production System. The success of the Stackpole Production System resulted in a 70% reduction of inventory and reduced PPM from 1500 to 15. During our tenure we saw the stock value of the company almost increase 10 fold. Established a second consortium within Ontario that was more practitioners based allowing the sharing of skill sets between members. 2 member companies became recipients' of the Canadian Innovation award

given through CME-MEC and all companies always rated high for plant tour as rated through AME.

- **Chief Operating Officer for Kromet International.** A multi faceted corporation providing trim components for non automotive applications Richard quickly changed the company through the deployment of Lean Manufacturing Principals and Formal Problem Solving he managed to reduce inventory by 50%, improve on time delivery to 100%, reduce customer complaints as measured in PPM from 16,000 to under 600 within 1 year from commencing implementation.
- **Vice President of Continuous Improvement for La-Z-Boy Residential Division.** Developing, deploying and implementing a manufacturing excellence program known as the LZBPS. To date the division is almost fully converted from traditional batch and que operations to cellular manufacturing embodying the principals of 5S+1, Kanban, Material flow routes, Formal Problem Solving. This has enabled the division to produce products domestically for 20% less than comparable products that could be imported from so called Low Cost Countries". Began the use of Hoishen-Kanri, also know as Policy Deployment planning methodologies.

Richard's full understanding of the Toyota Production System, Lean Manufacturing, and the Theory of Constraints has enabled him to build a solid track record of optimizing ROS and ROI within an organization. His passion for building teams, continuous improvement and leveraging the human intellect on the shop floor has enabled organizations to accomplish what at first seemed impossible whether it be integrating new technology or increasing the velocity of product flow or information through the operation. His track record of working and assisting organizations globally makes him a highly requested speaker on the topic of Lean and Organization transformation around the globe. He speaks frequently to organizations and associations across the USA, Canada, Australia and the United Kingdom.

His background in Supply Chain Management makes him comfortable working in any commodity area of manufacturing whether it be machining, metal stamping, plastic molding, printing or high speed pick and place printed circuit board assembly or wrapping them all together using a solid logistics model whether in-bound or out-bound.

Richard passion to see all organizations succeed beyond their expectations has been honored by allowing him to also be President of the Canadian Region for the AME [Association of Manufacturing Excellence] and to work closely with James Womack on establishing a Lean Institute in Canada. Richard was the Co-Chair of the AME annual conference in 1998 dealing with the topic of "Simplicity" in business and in 2003 was the Conference Chair of the Largest Lean Conference ever to be hosted in the world this past fall in Toronto which attracted 2300 attendees from around the world.

Richard now runs his successful consulting practice KUNST Solutions Corp. [www.kunstartofsolutions.com] devoted to helping organizations of all sizes and commodities to become and remain competitive and to preserve jobs in North America.

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