

Fortune 250 Director, Operational Excellence

25 years designing and implementing least-waste-way operational processes in high and low volume Original Equipment Manufacturing and Aftermarket environments in 10 different countries. Strong track record of data-driven decision making. Personable and engaging with the communication skills needed to build consensus from executive teams through to front-line leaders.

Areas of Expertise

- Roof-line Optimization
- Project Delivery
- Governance
- Global Capacity Assessment
- Solution Development
- Coaching & Mentoring
- Integration Projects
- ROI Optimization
- Cost Reduction

Achievements

- Developed & executed C-suite strategy for \$400M initiative that yielded \$230M hard run-rate savings.
- Spearheaded global footprint projects that achieved \$100M+ annualized run-rate savings.
- Delivered \$9M gross improvements and \$4.5M net improvements in single US factory.

Professional Experience

Owner (1 yr.)

Herschel Parker LLC, Centerton, AR
herschelparker.com

05/2023 – Present

Over the past few decades, I've designed and implemented least-waste-way operational processes in both high and low volume manufacturing environments. I've built robust relationships with executive teams and front-line leaders.

Director Operational Excellence (3 ½ yrs.) Carrier Corporation, Palm Beach Gardens, FL

12/2019 – 5/2023

Ensure operational excellence across 17 key manufacturing sites. Lead 20+ week-long kaizen events to share knowledge and skills with OpEx and plant leaders.

- Delivered \$9M gross improvements and \$4.5M net improvements in single US factory.
- Partnered cross-functionally to create OpEx standard work and playbooks across manufacturing, inventory control, material planning, and forecasting (sales, inventory, & operations planning).

Director Operations Strategy & Materials Management (4 yrs.) Flowserve Corporation, Irving, TX

07/2015 – 05/2019

Developed and won C-suite buy-in for long-term strategies that captured efficiencies across value streams. Created and launched operational practices that grew sales while reducing cash consumption.

- Create and execute a \$400M initiative that delivered \$230M in hard run-rate savings within three years.
- Reduced manufacturing sites from 80 to 57 through numerous global footprint projects.
- Developed foundational SIOP playbook and modeling templates.

Director Operations Strategy (5 yrs.) UTC Aerospace Systems, Charlotte, NC

03/2010 – 06/2015

Long-term strategies for executives and business unit presidents that delivered cost savings and boosted profits. Pursued business rationalization and consolidation to improve profits. Championed low-cost country manufacturing solutions.

- Hand-picked for integration team and combine UTC and Goodrich aerospace operations, representing \$14B total sales.
- Generated \$30M run-rate savings with Southeast Asia machining strategy and global composite strategy.
- Spearheaded global footprint projects that achieved \$100M+ annualized run-rate savings.

Manager Aftermarket Engineering / Manager Aftermarket Operations (13 yrs.)
Goodrich Corporation, Foley, AL

05/1997 – 03/2010

Engineering: Led a team of 50 engineering professionals related to design, manufacturing, tooling, and operations. Directed day-to-day engineering activities.

- Influenced engineers' perceptions on their ability to drive quality into the product by improving work instructions and creating clear acceptance criteria avoiding ambiguity.
- Launched innovative solutions in repair development, stress analysis, manufacturing, CAD/CAM, and modular tooling to generate higher value and lower costs.
- Project managed the SAP implementation team of \$100M business.

Operations: Directed staff of 100 driving quality, on-time delivery, and income through Lean Principles.

- Created the first Value Stream reporting structure that included operations, customer service, purchasing, repair engineering, and quality.
- Responsible for half of the P&L (~\$100M).
- Applied Lean Manufacturing principles in FAR-145 repair station.

Team Leader Manufacturing & Assembly (2 ½ yrs.)
Lennox Industries, Stuttgart, AR

01/1995 – 05/1997

- Responsible for 50 direct reports in daily quality, production, and on-time delivery of Roof-mount & Curb-side HVAC.
- First production line to implement a pull system with standard work
- Improved On-Time Delivery from 75% to 92%

Education

BS, Manufacturing Engineering Technology 1990-1994
University of Arkansas at Little Rock, Little Rock, AR

Military Experience

USAF – Sergeant, Operation Desert Storm, Tinker AFB 1991-1991
USAF – Sergeant, Hospital Laboratory Services, Columbus AFB 1985-1989