



Background

- Automotive
- Electrical
- Metal

Guy Morgan- *Managing Director & Global Operations Advisory Group Lead, BBK Southfield*

Guy has more than 30 years of experience in plant management and operational improvement processes. His areas of specialty include program launch, lean manufacturing, and interim management in various realms of manufacturing.

Guy has successfully turned around troubled plants, restoring profitability and customer confidence in quality and delivery. His industry expertise equips him with the insight and knowledge to work with BBK's Private Equity and lender clients to identify opportunities and assess operational viability in manufacturing companies.

Professional Experience

The two plants he most recently managed had a plant population of 1,200 and total sales of \$500M. Guy attained world class safety levels on both recordables and lost work days and maintained profitability goals of 10 to 12% despite 18-20% volume decrease. His guidance, through difficult and complex launches in 2005, earned GM recognition for World Class Launch Performance.

Guy installed two lean operation systems, facilitating world class Kanban schedule systems. These operating systems reduced inventory in plants by \$7 million, enhanced customer delivery metrics by 20% and reduced premium transportation by \$2 million in the calendar year. Guy's operational effectiveness plan also resulted in equipment uptime improvement of 12%. As a result, overtime costs declined by \$4 million for the calendar year. Additionally, Guy focused plants on the "Built-in-Quality" lean initiative resulting in 12% reduction in PRR's and 15% reduction in warranty.

In his tenured career, Guy has also been responsible for Global MCIP, Supplier Development, Supplier Suggestions, and the Cost Reduction Process. As Plant Manager for a \$400M steering facility, he successfully led a joint effort to remove a plant from the "Fix, Close, Sell" list, resulting in a \$6M operating income turnaround in one year. Guy led global consolidation of power steering pumps into one plant, with a cost per piece reduction of 12%. He also brought a 10% improvement in operational effectiveness, scrap reduction of 9% and overtime reduction of 15%. Keys to Guy's success in this plant included communication of the current state by leadership, use of joint resources, rigorous review of initiatives on a weekly basis, engagement of the supplier community and weekly feedback to the plant.

Guy's expertise has positioned him to give numerous lean presentations to customers and suppliers over the past decade. His work has also earned quality awards for customers, QS 9000, and various awards for launch.

Education and Certifications

- Master of Arts, Operations Management, Central Michigan University
- Bachelor of Business Administration, Western Michigan University