



Background

- Automotive
- Chemicals

Keith G. Updike- *Managing Director, BBK Nashville*

Keith has more than 25 years of experience in the automotive industry. He provides BBK clients with extensive expertise in world-class manufacturing practices and continuous improvement methodology - targeting improvement in the areas of manufacturing, quality, supply chain and materials management. He is an experienced operations executive, having managed multiple facilities, union and non-union workforces, and in public and private companies.

Keith's professional approach, as well as his ability to quickly assess a situation and develop effective improvement strategies, result in bottom line success. He has led several successful engagements ranging from interim management to the lean transformation of a bankrupt company resulting in a profitable position. Keith approaches every opportunity with a "fresh set of eyes" and is highly effective at utilizing the resources available to maximize results. He is a strong believer in providing the proper teaching and coaching to all, creating an environment of continuous improvement for long-term sustainability.

Professional Experience

Keith served as Vice President of Operations for Siegel-Robert, Inc., a globally diversified industrial manufacturer of automotive decorative trim products with 6 facilities in three states. In this role, he led operational due diligence for a prospective European acquisition, improved the bottom line by \$18 million, improved safety recordable measurement by 50%, lost time accidents by 43%, and slashed PPMs from 559 in to 115 in one year. Keith also drove scrap improvements of 4.3% and increased on-time delivery, resulting in a \$1 million inventory reduction.

As Plant Manager for Guide Corporation, a \$500 million exterior lighting manufacturer of products for OEM automotive and truck markets, Keith was accountable for the operations of a 2.3 million sq. ft. facility with \$368 million in sales, 1500 UAW and 180 salaried employees. He achieved productivity improvements of 22%, reduced overtime by 54%, improved safety recordable measurements by 19%, and improved lost time accidents by 33%. Keith also lowered PPMs by 28%, realized inventory savings of \$2 million, plus reduced hourly headcount by 27% and salaried headcount by 39%. He employed his labor relations skills to transform an adversarial management and UAW relationship to one of respectful cooperation.

Keith started his career as a floor supervisor at the Adrian Manufacturing location of Delphi Interior and Lighting Systems. He spent 15 years taking on a variety of roles within the areas of quality, materials and manufacturing.

Education and Certifications

- Master of Business Administration, Operations Management, University of Toledo, Ohio
- Bachelor of Business Administration, Accounting & Business Management, Adrian College, Michigan

Affiliations and Memberships

- Japan - America Society of Tennessee
- Turnaround Management Association
- Tennessee Automotive Manufacturers Association