

KATIE ACTON

kacton@sei.com | 937.475.4408

PROFESSIONAL BACKGROUND

Ms. Acton brings over 10 years of business and process engineering experience, with a passion for helping clients decouple complex problems, identify and prioritize countermeasures, and implement solutions that yield the greatest return on their investments. She is a proven leader in the areas of operational excellence, strategy deployment, project management, process (re)design, and process improvement. Ms. Acton helps clients efficiently break down barriers, effectively communicate across multi-layered, cross-functional teams, assess and maximize use of their technologies/resources, and implement and adopt large-scale or localized initiatives. She has a knack for dampening the chaotic noise to bring structure and stability in the client's greatest time of need. Ms. Acton can function at the enterprise level, but she equally enjoys rolling up her sleeves to jump into the day-to-day operational grind. Ms. Acton makes it her mission to truly understand her client's needs, become a trusted coach, and fully empower the team to tap into their greatest work yet.

SELECTION OF RELEVANT EXPERIENCE

Operational Excellence (OpEx) Program Manager for global flexible packaging company

Ms. Acton led the corporate strategic scoping, training, development, and deployment of operational excellence initiatives for 5 manufacturing plants across the United States. She partnered with Division Presidents (2), Site Leaders (5), and Operations Directors/Managers (20) to implement Managing for Daily Improvement (MDI)- a Lean Methodology System- with \$1.4M savings initiative (\$880K in bottom-line reduction and \$520K in efficiency gains). Ms. Acton developed strong relationships with mid-level managers and front-line staff, coaching them on Continuous Improvement, and facilitating quarterly Kaizen events (i.e. week-long, rapid improvement events). She worked with cross-functional teams to break down system and departmental silos, and empowered teams to achieve operational goals and increase employee engagement.

Supply Chain Cost Reduction Project Manager for regional hospital network

Ms. Acton led a team of cross-functional healthcare professionals during a period of "financial recovery plan initiatives" amid the pandemic. She partnered with the President & COO of the hospital, Director of Logistics, Perioperative Director, Supply Chain Business Analyst, Central Sterile Supply Manager, and Inventory Controllers to identify over \$1.5M in disposable, "one-time use" inventory savings for the hospital's Operating Rooms (ORs). Ms. Acton recognized there was no perpetual inventory system in place but her countermeasure to this barrier was to use purchase history transactions in her Kanban data analytics. Ms. Acton quickly identified the ORs carried almost three times more inventory than their demand justified, but this project also highlighted the major need for a training and development plan for supply chain team members. Ms. Acton believes the most important thing you can do as a leader is provide each team with the tools, resources, and education they need to be successful at their jobs. Taking this into account, Ms. Acton designed a repeatable process that could be replicated for all remaining cost centers in the hospital. At a time when every penny mattered, she delivered value that "saved dollars and made sense."

Industry Experience

- Paper & Plastic Packaging
- Insurance
- Healthcare
- Aerospace
- Manufacturing
- Payment Processing

Functional Expertise

- Project/Program Management
- Operational Transformation
- Process Improvement
- Finance & Accounting
- Supply Chain Management
- Training Development



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SELECTION OF RELEVANT EXPERIENCE

Process Engineering Project Manager for retail paper packaging company

Ms. Acton led the transformation from manual operational tasks to semi-automated data collection/reporting, helping the facility see their operational progress in real time. During her first visit to the plant, she identified multiple opportunities for improvement and developed an implementation plan to help the facility achieve operational targets. She partnered with the President, Operations Director, Customer Experience Manager, and front-line operators to achieve operational waste reductions, equivalent to an FTE reduction in overhead burden (~\$60k/yr). Processes that took hours each day to complete were dwindled to only a few minutes. More important, through her coaching and guidance, the teams were better equipped to understand and improve their uptime, waste, and productivity, allowing them to outperform competitors in their market and land continued double-digit gross margins (30%+).

Performance Improvement Project Manager for regional healthcare system

Ms. Acton led a collaborative team of healthcare professionals through multiple challenges of a pandemic. At first, she was consulted to observe their N95 mask reworking process (i.e. cutting out the old, brittle elastic band, hole-punching the corners and re-threading new elastic bands) and offer some suggestions on improvements. Within the first half-hour, she knew the process needed a total re-design (batching vs single-piece flow). Through a strong partnership with the team's Coordinator, Ms. Acton trialed a few different threading processes with emphasis on speed, lower material usage, and team member ergonomics. Before the end of the day, the process, physical layout, and resource materials were completely different. The cycle time decreased by 65%, translating to over \$115,000 in saved labor. More important, the team was completely repurposed to focus on a multitude of other high-priority projects for the organization, at the height of the pandemic- assembling face shields, assembling face mask kits, assembling infrared thermometers, and sewing masks, foot covers, and bouffants- and even earned the prestigious nickname of "The MacGyver Team" from the Executive Leadership Team.

Lean Project Manager for medical plastics packaging facility

Ms. Acton led the operational transformation of a medical printing, laminating, slitting, and converting facility by leveraging Failure Mode and Effects Analysis (FMEA) to prioritize project work. She partnered with the Regional Director, Plant Manager, Quality/Production Manager, Maintenance Manager, Scheduling Manager, and front-line operators to identify the critical barriers to success and assign appropriate countermeasures. At the time, the facility was dispositioning over \$20k/month in wrinkled/warped laminated film (i.e. scrap material). They knew it was a major problem- and had been for quite some time- but they didn't know how to go about solving it. Fortunately, Ms. Acton guided them through the FMEA and helped the team understand- and quantify- the impact of their problems. This equipped the team with the leverage they needed to justify a CapEx and fund their maintenance, repair, and overhaul (MRO) efforts. After implementation, the plant's dispositions dropped to under \$3k/month, yielding a 6-month payback period. The increased uptime and higher throughput further propelled the facility's operational outcomes, allowing them to maintain their gross margins when the plant took a \$500k revenue hit. The Production Manager credits Ms. Acton for the plant's recovery but Ms. Acton knows the success and credit goes entirely to the team and their ability to "think and act differently."

Technology Expertise

- Microsoft Office 365
- Salesforce
- Workfront
- Oracle
- Infor Syteline

Methodologies

- Lean Process Improvement
- Change Management
- Kanban
- Scrum

Deliverables

- Financial Business Case Analysis
- Functional (Re)Designs
- Demand Planning & Organization Sizing
- Policy & Procedure Development
- Budget Forecasts
- Kaizen Facilitation/Coaching

