

GEOFF KOBOLDT

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PROFILE: OPERATIONS

Expertise in Lean Six Sigma, Leadership & Project Management

Highly accomplished and experienced Operations Leader with a record of achievement improving the financial and operational performance of organizations in manufacturing and distribution through lean transformation. Career advancement in a series of increasingly accountable leadership roles including **Director of Operations, COO, VP of Strategic Operations, and Materials Manager roles**. Proven ability to gain trusted advisor status with executives and other decision makers. Strong presentation, communication, and stakeholder management skills. 100% customer-focused.

KEY HIGHLIGHTS:

- ✓ **Increased sales by \$5.2M.** *Acuity Brands*
- ✓ **Reduced lead times from 20.9 weeks to 16.4 weeks.** *Rose Tarlow Melrose House, Inc.*
- ✓ **Grew business 51% YOY while lowering operating costs by 14% and decreasing budget by 12% over 3 consecutive years.** *BambooBuddy, LLC*
- ✓ **Slashed \$753K in operating expense.** *Dark Horse Distribution, Inc.*
- ✓ **Saved more than \$1.4M by reducing material GAP within 1 year.** *Milgard Manufacturing, Inc.*
- ✓ **Achieved more than \$10M in lean savings.** *General Motors, AC Delco Division*

Demonstrated core competencies, broad-based strengths, and accomplishments in:

Project Management	Supply Chain Management	Cost Reduction/Avoidance
Lean Six Sigma	New Market Introduction Strategies	P&L Accountability
Continuous Process Improvement	Quality Control & Assurance	Business Startups & Turn Around
Warehousing & Distribution	Strategic & Tactical Marketing	Team Building & Leadership
Operations Management	Production Management	Epicor Allorders Trello
Benchmarking & Best Practices	MS Excel/Access/Word	QuickBooks Salesforce Slack

EXPERIENCE & ACHIEVEMENTS

Acuity Brands Chatsworth, CA – **Architectural Technical Sales Manager (zone lead)** ♦ 02/2017 – current; **Solutions Project Manager** ♦ 07/2016 – 01/2016

Acuity Brands is a \$3.8 billion leader in LED lighting, controls, building automation systems and IoT. Report to V.P. of Architectural Products and Service, leading zone 1 Architectural Technical Sales team of 7 managers, covering 3 regions across 15+ states, Western Canada and International (Latin America, Europe, Asia, Middle East).

Results: Grew zone sales 12%, \$5.2M in FY17

- ♦ Double promotion within 6 months of joining company.
- ♦ Collaborated with cross-functional teams to drive 35+ process improvements, 45 standards of work; service-based.
- ♦ Championed 8 kaizen events:
 - Quality transformation reducing quality claims from 4.5 to .4/day for slot recessed, utilizing dual netting process.
 - Instituted sales sample quality process, resulting in 0 defects last 6 months; earned a \$4M project.
 - Reduced RFD request-for-deviation engineering certification time by 10 days.
 - First time call resolution was increased by 7% while speed of answer was improved by 11%.
- ♦ Led 25+ multi-phased, multi-\$million projects cradle to grave.

Somadome, Inc. Santa Monica, CA – **Project Consultant (short-term assignment)** ♦ 09/2015 – 06/2016

Contracted by CEO to manage multiple projects including systems integration, supply chain and logistics for this luxury company introducing a high-tech meditation pod to the health and wellness industry.

- ◆ Developed overarching global strategy and infrastructure with CEO and IT architect including user experience, product life cycle phase analysis, market penetration, and systems integration.
- ◆ Instituted lean systems and processes for managing the supply chain; negotiating contracts with vendors; ensuring just-in-time delivery; assurance of inventory control.
- ◆ Collaborated with engineering and product development to build a robust, high-quality product, troubleshooting and training manuals and videos, and a quality control system.
- ◆ Created a dashboard and database that integrates all systems and departments seamlessly.
- ◆ Streamlined communication via Confluence + Dropbox + Trello + Slack.

Quintus Home, Inc. West Hollywood, CA – **Project Consultant (short-term assignment)** ♦ 03/2015 – 09/2015

Contracted by CEO to implement lean systems and operations for his new luxury furniture company.

- ◆ Implemented lean processes including development of 20+ new standards of work; 6S, value stream mapping, DMAIC.
- ◆ Developed a 5-part metric system and continuous improvement board with 60+ actionable items.
- ◆ Created a production schedule board for vendor management resulting in improvement of on-time performance from 20% to 65%, while increasing first-time quality by over 14%.
- ◆ Instituted a detailed management performance system for employee development improving efficiency by 33%.

Rose Tarlow Melrose House, Inc. West Hollywood, CA – **Director of Operations** ♦ 01/2014 – 02/2015

In charge of all operations for this luxury, high-end company serving the interior design community. Products include furniture, textiles, lighting, rugs and accessories. Led management staff of 16 including Production, Purchasing, Customer Experience, Warehouse, Quality, Logistics, and Special Projects.

Results: reduced lead times from 20.9 weeks to 16.4 weeks.

- ◆ Improved on-time performance from 40% to 78%, while simultaneously reducing the lead-time from 20.9 to 16.4 weeks.
- ◆ Drove new levels of first-time quality after overhauling the entire quality process contributing to an 18% improvement.
- ◆ Utilized lean tools to drive continuous improvements resulting in 45 new standards of work written, identifying top 3 customer needs, eliminating low selling skus, reduced shipping errors by 10%, and increased customer satisfaction by 50%.
- ◆ Transformed the culture positively with management performance system, 360 reviews and CXPA training.
- ◆ Launched 35 new products, partnered with Cox London to release 60 new products, launched new finished sample program.
- ◆ Managed the relationship with 25 local vendors producing 150+ sales orders per month, 1000+ skus, while working with 200+ designers, design firms, and 17 partner showrooms, as well as our flagship store in LA.
- ◆ Navigated 3 major projects in the \$2-5M range for high-profile billionaire clients, delivered 100% on time and under budget.
- ◆ Zero safety incidents.

BambooBuddy, LLC, Oceanside, CA - **COO** ♦ 5/2008 – 01/2014

In charge of all operations for marketing and distributing products made from bamboo under various brands to Lowes Home Improvement Store and Home Depot, with pending Walmart deal for consumer products. Products include fencing, skateboards, dishware, sunglasses, and natural deodorizers. Directed \$750K budget and a direct staff of 19 including Operations, Sales, and Warehouse Managers, as well as 5 independent sales representatives in the U.S.

Results: built business from startup to multi-\$million.

- ◆ Developed quality assurance program at factory and distribution level with less than .5% customer defect rate.
- ◆ Deployed Kaizen projects using Lean and Six Sigma techniques; cut warehouse labor expense by 7%, increased fill rate from 94.55 to 99.87, and raised employee productivity by 23%.
- ◆ Increased sales 51% year-over-year by educating Lowes management in merchandising techniques.
- ◆ Expanded distribution through Lowes from 40 stores in 3 states to more than 450 stores in 30 states.
- ◆ Reached 99% on-time shipping and delivery gaining A-level rank from Lowes for inventory turns, quantity fill rates, quality returns and monthly sales as a vendor.

- ◆ Achieved 14% reduction in operating costs enabling investment in other brand pursuits without additional financing or loss of equity. Instituted process improvements resulting in consecutive annual 12% budget reduction.
- ◆ Cut and right-sized inventory, reducing by \$102K and developed accurate JIT forecasting model.
- ◆ Safety held to zero lost workdays.

Dark Horse Distribution, Inc., Marina Del Rey, CA – **VP of Strategic Operations** ◆ 9/2006 - 3/2008

Charged with turning around this struggling \$4M+ action sports company that was operating at a loss. Directed production, finance, accounting, and strategy for this company with 13 employees. Managed \$1.6M operating budget.

Results: executed new business plan, reduced operating costs by \$753K, established budget and financial accountability.

- ◆ Developed quality control process holding defects to less than .01% while increasing productivity by +15%.
- ◆ Reduced COGS by \$740K and sourced new overseas factories for key products; negotiated with American vendors to reduce costs; savings freed up cash to pay off outstanding payables and invest into marketing and fresh branding efforts, including individual product updated logos, brand identity and new apparel line.
- ◆ Expanded Internet sales by more than 5,100%; orchestrated design and launch of 2 new Websites, including SEO, Adwords, and shopping cart with OS commerce.

Milgard Manufacturing, Inc., owned by **Masco Corp**, Simi Valley, CA – **Materials Manager** ◆ 5/2005 - 8/2006

Directed purchasing of more than \$45M inventory for this \$120M window and door manufacturer. Reported to Finance Manager and directed 32 staff and \$1.1M budget.

Results: saved total of \$1.4M through reduction in GAP within 1 year, utilizing lean six sigma tools.

- ◆ Recognized as #5 plant out of 18 for GAP, a rise from 11th place. Earned #1 materials management team.
- ◆ Increased productivity on aluminum line from .72 units/hour to .90.
- ◆ Gained \$110K additional revenue by negotiating waste removal plan for broken glass and scrap aluminum.
- ◆ Reduced physical inventory write-offs by \$203K; applied 5S to each production line and trained staff.
- ◆ Improved cycle count accuracy from 83% to 99.1%.

General Motors Corp., AC Delco, Fontana, CA - **Inventory Control Manager** ◆ 1/2004 – 4/2005; **Outbound Operations Manager & Quality Network Manager** ◆ 6/2001 – 12/2003; **Inbound Operations Manager** ◆ 5/2000 – 5/2001

Managed 52 UAW and 8 salaried employees during tenure for this \$250M after-market product division.

Results: saved \$10M+ championing over 20 lean six sigma projects earning Lean Silver certification.

- ◆ Championed lean six sigma projects: area optimization, cycle throughput, slotting inventory, takt time, 5S, etc.
- ◆ Led quality improvements by 34% instituting a new process for quality assurance while ensuring productivity increases.
- ◆ Increased productivity 50% in outbound department from 28 lines per hour to 42 lines per hour and 15% for inbound.
- ◆ Earned #1 AC Delco plant and raised performance ranking to #5 out of 28 plants from 17th place, based on 25 metrics.
- ◆ Increased cycle count accuracy to over 99.5%, managing over 500+ skus.
- ◆ Reduced stockouts by 10%.

EDUCATION & CERTIFICATIONS

M.B.A., Global Business, Pepperdine University

B.S., Chemistry, Michigan State University

Lean Silver Certification (Black Belt), General Motors

Six Sigma Green Belt Certification, University of Southern California

High mix | Low volume certification, Lean Enterprise Institute

PMP certification prep, Villanova University + Project Management Academy

PMP certification, Project Management Institute (pending)

Active member of American Society Quality (ASQ), Project Management Institute (PMI) & Institute of Industrial Engineers (IIE)