LEANBLITZ
Do it better.

Do it faster.
Save resources.
Do it smarter.
Serve more customers.
Do it right.

Do it better.

Lean Blitz Consulting
Evans, Georgia
(937) 823-8217
http://LeanBlitzConsulting.com
Lean Blitz Consulting shows your organization how to:
- Improve customer service
- Reduce operational expenses
- Drive revenue growth
- Provide a more premium fan experience through implementation of Lean principles.

Lean Blitz Consulting is dedicated to showing sports organizations how to implement Lean and continuous improvement methodologies and waste reduction strategies to become more efficient in serving their customers.

We focus on the improvement of all aspects of business operations, especially those facing the customer:
- Concessions operations
- Ticketing operations
- Energy conservation
- Stadium/arena management and maintenance
- Transactional operations
The Lean Blitz mission:

*Lean Blitz Consulting provides education, development, and implementation of Lean methodologies and other continuous improvement strategies to sports organizations through consulting, training, and strategic operations analysis. We show you how to do it better.*

The Lean Blitz vision:

*Lean Blitz Consulting is committed to the long-term viability and sustainability of sports organizations despite the unique challenges they face in today’s global economy. Through greater realization of efficiencies and flexibility in meeting their customers’ needs, these organizations will be better-equipped to provide offerings that stand out against direct and indirect competitors.*

Based near Augusta, Georgia, Lean Blitz Consulting has over eight years of Lean and continuous improvement knowledge and experience through specialized projects that drive over $7M annually to the bottom line, including projects for the Atlanta Braves, Elmore Sports Group, and the South Bend Silver Hawks as well as multi-billion dollar organizations and Fortune 500 companies.
What is Lean?

The Lean Enterprise Institute defines Lean as “creating more value for customers with fewer resources.” Therefore, the action of implementing Lean is finding ways to reduce needed resources while also providing equal or additional value for customers.

In order to work with fewer resources or to get more from the resources we currently have, we must strive to reduce the wasteful activities that absorb those resources and continually become more efficient. Lean has its roots in manufacturing, but its basic principles are applicable in every industry.

A brief history of Lean

The first documented “system” of process standardization and variation reduction is the production process implemented by Henry Ford with the manufacture of Ford automobiles. Through implementation of interchangeable parts and production flow, Ford revolutionized the production of identical automobiles through waste reduction and process optimization.

Beginning in the 1930’s after World War I, The Toyota Company in Japan expanded on the Ford manufacturing revolution and revamped it for application to multiple product lines that constantly change. The Toyota Production System, with standardized Lean tools and a stratified definition of process wastes, is the basis for modern Lean and waste reduction activities.

Today, Lean is being applied to more than just manufacturing. Many industries are realizing the benefits of applying Lean principles, including services, banking, transactional, retail, supply chain logistics, healthcare, and construction. Lean Blitz Consulting is the only firm dedicated to bridging the gap between the Toyota Production System and the business operations of sports organizations.
What sets Lean Blitz Consulting apart from other sports consulting firms?

Many all-inclusive sports consulting firms focus their attention on sports marketing activities outside the gates or in-game sponsorship activation inside the gates. Other firms provide financial analysis and studies on business impact of new stadiums. Still other companies look at “proper customer service training” for team employees.

Those touch on only one piece of the customer experience.

Lean Blitz Consulting focuses on the operations management and streamlining of business processes inside the gates and out so that the stadium operations are more efficient and the other piece of the customer experience – the time spent away from watching the game action – is optimized.

Sports organizations are just like small businesses – focus on profitability and financial viability, application of standard business functions like marketing and accounting, small staffs that handle a plethora of duties, specialized products and services for the customer base. The primary difference is that sports organizations provide an overall game experience instead of an all-inclusive service or product.

No other sports consulting firm features a Certified Six Sigma Black Belt on staff that has brought about an annual bottom line impact of over $7M to their clientele. Lean Blitz Consulting takes business principles proven in all other industries and applies them to sports organizations.
How does Lean affect other aspects of business?

**Lean is Customer Service**
Some potential issues that face customers include waiting extended periods in lines or errors in processing orders. Lean can help shorten customer cycle times and help prevent errors from occurring, as well as providing greater flexibility in attending to bigger emergency problems when they arise.

**Lean is Marketing**
Distinguished marketing expert Dr. Philip Kotler defines marketing as “the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit.” By reducing cycle times, customers return to their reserved seats faster and are more available to receive sponsor’s messages in and around the stadium. In addition, by having a better idea of what customers want, managers can reduce inventory on hand of what customers don’t want and stock what they do want.

**Lean is a Revenue Driver**
Implementing Lean can also help an organization open up sales capacity. Concession stands and ticket offices could streamline operations to save costs and also redeploy workers to revenue-driving functions such as sales development. Lean helps drive improved sponsorship returns by opening up customer capacity for hearing sponsors’ messages.

**Lean is Common Sense**
No companies or organizations want to remain mediocre, especially in competitive environments cultivated by sports. Lean is a way for organizations to serve more customers and serve them better. Lean applies simple-to-understand strategies to reduce wasteful activities.
What are the eight Lean wastes?

Defects
This is the creation of products that are either defective or not what the customer requested. As a result, material and effort was wasted on parts that will either never be used or require additional manpower to correct. By making the product correctly the first time, scrap and rework opportunities can be avoided.

Overprocessing
If the customer is unwilling to pay for the additional process steps or doesn’t find them to be valuable, those steps should be skipped. We like to go above and beyond in the name of customer service, but what if it’s cost prohibitive to do so and the value received doesn’t justify it? This also includes extra adjustments on tools/machines or additional fixes/modifications on products, as well as poor ergonomics that put physical stress on workers.

Waiting
If a process or customer demand is unbalanced, waiting will occur. That’s wasteful because you’re paying to use an operator’s time when there’s nothing for them to do. Operators wait when there are no customers to serve or a step in a process takes longer than other steps so there’s no productivity to be gained.

New Employee Ideas/Knowledge
The most-recently “discovered” waste is not utilizing the ideas generated by those who actually use the processes themselves. When solving problems, it’s important to collect and consider all possible answers, no matter the source. Employees might also have applicable skills that aren’t being utilized (such as someone with creative marketing skills not being used to generate new promotion ideas).
**Transportation**
Using time and resources for picking up/moving/dropping off of raw materials or finished product, as well as moving materials/product over long distances, outside of the actual process itself is wasteful. For example, storing frozen hot dogs, buns, and condiments far away from a concession stand requires more transportation and travel back and forth from storage than might be necessary.

**Inventory**
A process may have made good product, but if too much is made or made faster than which it’s needed the product will have to be stored. Storage takes up valuable floor space and requires use of wasteful transportation to move product out of the way.

**Motion**
Excess motion comes in the form of walking around to obtain items, excessive stretching or straining to reach items, moving/turning in different directions to complete processes instead of flowing in one direction, and so on. Reducing the time and effort to complete processes can improve productivity.

**Excess production**
This is the production of more product than what the process customer requires, or making it much earlier than necessary. Overproduction can be the most expensive type of waste because it leads to other kinds of waste.
Where can wastes be found in sports organizations?

**Ticket windows/business offices**
Lots of opportunities for business process wastes exist in business offices. Excess walking to/from mailboxes/copier/files, waiting on slow/out-of-date computers, buildup of excess marketing materials that could be expired, broken office equipment, and more. At the ticket windows you might also see errors in communicating with customers, waiting on credit card authorizations, operators having trouble navigating the ticketing systems, excess motion from walking/moving, unbalanced ticket demand, among other problems.

**Account servicing**
How long does it take to receive and complete orders/purchases to satisfy customer requests? Does the process pass through multiple hands before completion? Excess handoffs and long cycle times can be reduced so that the time between order receipt and fulfillment (and thusly customer payment) is minimized.

**Concessions operations**
Similar to what is found in a manufacturing setting, many physical wastes appear here. Excess motion walking back and forth across floors and behind counters, excess inventories that could potentially expire before consumption, transportation of materials to and from the counters, waiting between customers or for drinks to fill, overproduction of items well in advance of consumption, and inconsistent completion of processes are all present.

**Stadium maintenance/facility upkeep**
With limited staffing available and many tasks to accomplish before and after events in addition to breakdowns during the events themselves, it’s critical to be as efficient as possible. This means reducing excess motion and transportation when going back and forth between different activities through implementing a planned approach to tasks and standardized work processes. It’s also important to maintain all stadium equipment for grounds maintenance and concessions, as machine downtime and broken tools could be costly.
Merchandising
It’s obviously very important to have every type of item for sale on display, but quite often large quantities of specific items are left out at one time which makes it harder to manage total inventories on the floor. Also, with so many items ordered from overseas with long delivery lead times organizations look to purchase large quantities at one time, which leads to high inventory levels and inflexibility. Local sourcing with smaller but more frequent orders could turn out to be less expensive in the long run.

Offseason project planning
When the season ends, the next season starts. Following the same logic with in-season facility maintenance, there are many upkeep and improvement projects to be completed before the following season kicks off. Stadium and facility winterization, resource availability scheduling, and project prioritization can help prevent procrastination and employee overload prior to Opening Day.
What are some of the Lean tools?

5S – Sort, Set in Order, Shine, Standardize, and Sustain
This tool is based on workspace organization and minimization. Identifying what should be near the work and what shouldn’t, and finding methods to keep it that way.

Point of Use Storage
A branch off of 5S, point of use storage helps to keep tools/raw materials/components close to where they are needed and used to prevent excess motion, but also use of shadowboards to maintain access to tools needed. You can very quickly identify if any tools you’d need are missing.

Standardized Work
Maintaining documentation of the “best practice” for following a process will help in training new folks to the process as well as assist in reducing or eliminating variability in the process so the work is more predictable and quality can be kept high.

Process Mapping
Very straightforward, this is a tool for documenting every step/decision/doer of a process. This is related to standardized work in that the process should also be standardized. When looking to make improvements, the process map can be a good starting point for identifying issues and breakdowns.
Value Stream Mapping
Loosely put, this is “process mapping on steroids.” A thorough value stream map incorporates all of the elements of a process map but also includes analysis of inventory, value-added vs. non-value-added time in the process, cycle time, and identification and quantification of wasteful activities. Value stream mapping is one of the first tools to apply when undergoing Lean transformations. It looks complicated, but with the proper facilitation it certainly doesn’t have to be.

Visual Factory
The primary concept of visual factory is to provide information accurately and quickly so that decisions can be made immediately. This can be done with 5S (you can tell if something belongs), point of use storage (what is missing), signage (the closest fire extinguisher is 20 feet away), or even with real-time production tracking that indicates performance.

Pokà-Yoke or Error-Proofing
The phrase “square peg in round hole” is inherent in pokà-yoke. This helps in preventing errors by making it possible to only complete a process in one way, the right way. You can only put a USB plug into your computer one way – that’s a pokà-yoke.

Setup Reduction/Single Minute Exchange of Dies (SMED)
Injection molding presses have to change out molds to make different parts. Cooking different meats and vegetables on the same surface means different surface cLeaning and preparation. Identifying ways to make those changeovers quick and simple will aid in getting back up and running more quickly as well.
Continuous Flow
Also known as one-piece flow, this is completing one piece in one process and moving to the next step in the process without letting the part wait (thereby causing more waste). The process/part that is completed/made is immediately needed by the next step. For example, a ticket printer at a ticket window will print a ticket based on what has been ordered, immediately dispense it to the operator, who will give it to the customer.

Pull/Kanban
A hybrid of visual factory and continuous flow, kanban is like a supermarket shelf – you see what is available and take what you need, and what has been taken will get replenished. A beer cart has spots allocated to different brands of beer, and when it goes around the golf course and sells beer, Gatorade, and sandwiches it will return to the pro shop and replenish based on what has been taken.

Total Productive Maintenance (TPM)
TPM is a tool for helping maintain machines regularly and optimizing for longer life of usage. Operators and mechanics will identify anomalies or problems with machines regularly and get them fixed, or will find ways to make the machines work better through modifications. If you have a virus scan program running on a regular basis or defragment your hard drive, you’re using TPM on your computer.
By implementing Lean tools like standardized work and time studies to remove waste activities from processes (such as the example of a concessions transaction above) customer cycle times can be reduced and customer satisfaction will improve!

The Lean principles can be applied to any business process, from concessions and ticket sales to stadium maintenance and event management – waste activities are everywhere and sapping your resources!
What is the Lean Blitz Consulting improvement process?

**Initial Evaluation**

Before beginning any journey, you must first recognize where you are initially. Lean Blitz will look at organizational cost breakdowns and revenue streams – we’ll identify where the most money is being spent and where the money is generated. This is the start of finding where the biggest improvements can occur.

**Identification of Key Processes**

Every organization has many processes, but the ones that should receive the greatest focus are the ones that have the biggest impact on the bottom line. Based on the initial evaluation’s findings, we’ll identify the key processes that will comprise the initial wave of improvements.

**Map out current and future states of processes**

We generate process flow maps value stream maps of the current states of selected key processes, determine what the ideal state of those processes would be, and identify the best opportunities for waste reduction.

**Prioritize projects**

With senior management and improvement champions, we’ll create a list of priority projects based objectively on returns on investment and time/effort required, as well as create project teams complete with participants.

**Begin/manage projects**

Lean Blitz will work directly with the teams to create schedules, goals, training plans, and implementation plans. Lean Blitz will provide training and project facilitation, and show participants how the Lean tools can drive out wasteful activities!
All continuous improvement starts with partnership expectations that define what is of greatest importance for the supplier (the organization) and the customer (the fans). Proper metrics are derived from the safety, quality, and delivery expectations of the customer. The costs of achieving those expectations are measured in invested resources – time, money, people, space, and natural resources.

Lean thinking aims to optimize how the organization achieves the expectations of the customers while reducing wasteful resource consumption (the non-value-add activities, also shown on pages 7-8) in order to meet those expectations.

The framework shows the tools used to visualize the current state of processes and the tools used to optimize those processes so that the organization can serve the customer better, faster, and with fewer defects.
The Lean Blitz Consulting website features a blog with internally-authored posts on topics related to Lean implementation in sports organizations and small businesses. The topics range from Lean theory, process wastes and Lean tool training, learnings from newsworthy events, and examples of proper waste reduction and Lean tool applications. Topics have included:

- Major League Baseball’s Pace of Game regulations and their enforcement
- University of Notre Dame football alignment with the 14 management principles of *The Toyota Way*
- The Milwaukee Brewers’ Ryan Braun and the PED controversy over chain of custody
- Prevention of weather postponement of college basketball games on aircraft carriers

The blog has been cited by ESPN.com’s SweetSpot coverage, Rob Neyer at BaseballNation, and Paul Lukas at Uni Watch. The blog is also part of the Voices of Quality network with the American Society for Quality, an honor bestowed upon thirty authors across the world.

The blog is regularly updated with new posts, topics, and features. Feel free to stop by and read along!
Recommendations for the Lean Blitz Consulting blog

“This is a great read. It should be compulsory reading for all entrepreneurs.” – Will Aquino, TC Tropical Products

“I love the concept. I will be implementing as I continue to coach. I just read your 8 wastes/Moneyball articles. Amazing! Your analysis and thoughts are inspiring!” – Jahrae Hampton, Assistant Volleyball Coach, Western Wyoming Community College
Who is Chad Walters?

Chad Walters has been practicing Lean and continuous improvement for over eight years. He is a Six Sigma Black Belt certified by the American Society for Quality and received his MBA from Indiana University’s Kelley School of Business, where he was a member of the Kelley MBA Sports & Entertainment Academy. He has been a consultant for the Atlanta Braves, and has also worked with Eaton Corporation, The Dannon Company, Thomson Plastics, Elmore Sports Group, and the South Bend Silver Hawks minor league baseball club on continuous improvement projects and events. His projects have driven over $7M annually to companies' bottom lines.

Past projects include:
- Season ticket sales program revamping for the Atlanta Braves
- Customer relationship management software analysis and implementation plan for six minor league teams owned by Elmore Sports Group
- Process flow map and training plan creation for ProVenue ticket management program for the South Bend Silver Hawks
- Autonomous management program implementation and direction for five yogurt production lines for The Dannon Company
- Work cell standardization and production input variation reduction for Thomson Plastics
- Value stream mapping to-the-users program development and implementation for Eaton Corporation’s Electrical Group
- Implementation of two large-scale pricing process upgrades for Eaton Corporation’s Truck Group Headquarters
- First-pass-yield improvement through customer requirements collection process standardization for Plastic Engineering & Technical Services

Education, Certifications, and Training:
- MBA, Kelley School of Business, Indiana University
- BS Chemical Engineering, Tri-State University
- Six Sigma Black Belt & Six Sigma Green Belt, certified by American Society for Quality (ASQ)
- Eaton Corporation Lean System Certification, 120-hour dedicated tool/management training
- ASQ’s Quality Press Book Review Committee
**Recommendations for Lean Implementation in Sports Organizations**

“MLB teams and most major/minor league sports teams could learn a lot by implementing Lean into their organizations. Lean would be extremely helpful and successful in the concession area where many of us have waited, waited, and waited even more for a hot dog and soda.” – Jason Fitch, Cardinal Health

“I was just complaining last week about how slow stadium concession stands are. Now, most of the time they are volunteers for a cause, but it doesn’t mean it has to be slow.” – Geoff Waldmiller, Executive Director, MGM Resorts International

“Like the big industrials of the world, there are immense savings to be had in more operational efficiency and that sports operations are even more ripe for such work because they have (limited) trained talent to even ask the right questions.” – Dr. Tim Baldwin, Professor of Business Leadership, Kelley School of Business, Indiana University

**Recommendations for Chad Walters**

“Chad is an analytical problem solver, who is passionate about helping people and organizations. While working with Chad on a number of process improvement projects at Eaton, I was impressed with his knowledge of Lean manufacturing. Not only was he able make improvement to our organization, he equipped my employees with the confidence and tools to lead Kaizen events themselves” – Rico Bean, Materials Manager, Eaton Corporation

“An eye for the details, with the energy and commitment to get the job done, Chad provided the detailed vision for a continuous improvement plan as well as an active role in achieving the steps along the way. Taking on leadership roles, performance roles and mentoring roles to ensure a total team involvement. Chad was the excitement which ignited the spark of a continuous improvement culture at all levels within Thomson Plastics.” – David Rosier, Plant Manager, Thomson Plastics

“Chad had a very challenging job coordinating many activities throughout the company helping production get our programs integrated. He worked great with everyone and always so eager to jump in and help make things happen. It was a pleasure working with Chad.” – Carol O’Kelley, Master Scheduler, Thomson Plastics

“Chad was always available to expeditiously respond to requests that different departments had to support. His support enabled many projects to be completed quickly and at sometimes a much improved manner than the initial concept. Chad was genuinely interested in the company's progress in productivity and quality gains and was instrumental in achieving many of these goals. Chad was a team player and always willing to help.” – Gary Haynes, Quality Manager, Thomson Plastics

“Chad is an open-minded individual contributor who was willing to wear different hats and take the extra mile to get the job done successfully” – Noto Susanto, Production Zone Owner, The Dannon Company

LEANBLITZ
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Sports Organization/Small Business Lean Consultant

Creative and innovative continuous improvement specialist promoting increased process efficiency and demonstrated cost savings for sports organizations and small businesses. Over seven years of project management experience and two years of supervisory experience. ASQ Six Sigma Black Belt and MBA from a Top-20 program.

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EXPERIENCE

LEAN BLITZ CONSULTING LLC, Evans, Georgia (October 2011 - Present)
A Lean consulting firm specializing in continuous improvement for sports organizations and small businesses.

Lean Consultant, Evans, Georgia
Providing consulting, training, and strategic operations analysis for Lean implementation.

- Created and managed seven optimization projects for the Salvation Army of Augusta (Georgia) and Automatic Data Processing Incorporated in Augusta, El Paso, and Roseland, New Jersey that will result in cost savings of $300,000 per year
- Featured in ESPN.com SweetSpot article by David Schoenfield about the 2011 Baseball Trade Show
- Authoring features and content blog posts for Lean Blitz Consulting blog
- Requested to provide guidance in development of Lean Council for Piqua (Ohio) Area Chamber of Commerce

A French-based yogurt manufacturer with number-two market share in United States.

Performance Optimization Engineer, Minster, Ohio
Managing all tactical continuous improvement implementations in largest United States-based production plant.

- Facilitated 12% operational efficiency improvement on 32-ounce traditional product line, $168,000 gain/week through Autonomous Management continuous improvement program
- Managed 8% operational efficiency improvement on two 6-ounce traditional product lines, $63,000 gain/week through focused improvement teams and Autonomous Management program implementation
- Led two zones (five production lines) through Autonomous Management program (initial deep cleans on all equipment and development of cleaning/inspecting standards and lubrication schedules) despite reduction of maintenance and relief operator resources
- Piloted machine centerlining program for all production equipment, to be used across all North American production facilities

THOMSON PLASTICS, Thomson, Georgia (October 2009 – November 2010)
A $70M custom plastic injection molding operation for automotive, industrial, and consumer applications.

Continuous Improvement Engineer, Thomson, Georgia
Managing all Lean and waste reduction activities for 56 injection molding press work cells and warehouse.

- Reduced Grille Assembly operations footprint by 35% through kanban implementation
- Increased profitability for Black Belt project work cell by 40% ($8,800/month) through time studies
• Achieved one-piece-flow, reduced forklift consumption by 50%, and reduced process footprint by 30% for golf cart canopy assembly process through optimized plant/machine/work cell layout
• Managed implementation of division of plant into distinct zones for concentrated plant management
• Directed week-long quick changeover Kaizen events that reduced changeover time/downtime by 30%
• Coordinated all OSHA audit corrections and improving plant safety team auditing process

EATON CORPORATION, Cleveland, Ohio (November 2006 – April 2008)
A Fortune 500 diversified power management company with $15.4B annual revenue, and a global technology leader in electrical, hydraulic, aerospace, and powertrain systems.

Eaton Lean System Coordinator, Sumter, South Carolina
Coordinated all Lean activities for electrical switchgear manufacturing plant with $200M annual revenues.

• Overhauled plant-wide Value Stream Mapping (VSM), Total Productive Maintenance (TPM), and 5S deployment without adding capital expenditures
• Bolstered Kaizen event occurrence and participation rate by 300% over 2007
• Facilitated over fifteen Kaizen events for 5S, VSM, and TPM, leading to increased Lean awareness and MESH hazard reduction
• Initiated VSM-to-the-Users program, driving map development and ownership through process users

Global Pricing Process Manager, Galesburg, Michigan
Directed two large pricing system implementation projects for world headquarters of Eaton Truck Group.

• $1M annual bottom line impact through global Request-For-Quote (RFQ) database implementation
  o Increased RFQ global capture rate from global account managers by 400%
  o Reduced turnaround time for conversion from RFQ to completed quote by 50%
• $400K annual profitability gain through championed Oracle Advanced Pricing module implementation
  o Reduced required man-hours for Annual Price Change and daily price list maintenance by 30%
  o Streamlined global pricing platform and processes between Clutch and Aftermarket divisions

ELMORE SPORTS GROUP, Bloomington, Indiana (May 2006 – October 2006)
Ownership group of the Colorado Springs Sky Sox and San Antonio Missions minor league baseball teams.

Marketing and Systems Consultant, Bloomington, Indiana
Developed plan to implement customer relationship management (CRM) software to standardize the business management processes across six Elmore-owned minor league baseball teams.

• Demonstrated overall operational cost savings of 25% through standardized work, data analysis wait time reduction, and electronic data collection with reduced errors and reduced paper consumption

PUBLICATIONS

“Podcast 171 – Chad Walters, Lean in Sports” audio podcast for LeanBlog.org, April 2013
“Lacking Baseball Specs Leads to Offensive Explosion (and MLB Scouting Problems),” guest blog post for LeanBlog.org, August 2012
“Finding Waste at the Stadium,” guest blog post for LeanBlog.org, January 2012
“Talking Lean at the Baseball Winter Meetings,” guest blog post for LeanBlog.org, January 2012

EDUCATION and TRAINING

Kelley School of Business, Indiana University, Bloomington, Indiana
Master of Business Administration, major in Marketing

• Faculty-selected member, Kelley MBA Sports & Entertainment Academy (specialized project-based industry curriculum)
Tri-State University (now Trine University), Angola, Indiana
Bachelor of Science, major in Chemical Engineering, specialization in Plastics/Polymers

- Recipient, President’s Scholarship and Dean’s Scholarship
- President, Student Senate

Trainings, Certifications, and Industry Memberships

- Six Sigma Black Belt and Six Sigma Green Belt, certified by the American Society for Quality (ASQ)
- High proficiency in Microsoft Office (Excel, Word, PowerPoint) and Microsoft Visio
- Member, ASQ’s Lean Enterprise Division and ASQ Dayton (Ohio) section
- Three-time preliminary round judge, ASQ International Team Excellence Award competition (2010-12)
- Final round judge, ASQ International Team Excellence Award competition at the 2013 ASQ World Conference on Quality and Improvement (WCQI) in Indianapolis, Indiana
- ASQ Quality Press Book Review Committee member for validating/proofreading manuscripts and recommendations for publication (2010-12)
- Lean certification through Eaton Lean System, 120 dedicated training hours on Lean tools, change management, and supervisory direction
- Recipient, 2006 Kelley MBA Sports & Entertainment Academy Director’s Prize for Consulting
PROJECT PORTFOLIO

Automatic Data Processing, Incorporated – Financial Planning and Analysis Group
Streamlining of redundant FP&A business functions at multiple global locations, with the expectation to maximize grouping of functions in single locations while functional tasks are completed in order specified by time zones and when optimized data is needed at what sales location
- Project is in process, expanding into other improvement projects currently ongoing at C-level, optimized deployment of manpower expected to have savings impact in excess of $300,000 per year

Automatic Data Processing, Incorporated – Retirement Services Returned Mail Process Optimization
Used process mapping and waste activity identification to reduce non-value-added activities for Retirement Services department returned invoices with invalid addresses, managed action item implementation to achieve future state of streamlined handling process with National accounts and Major accounts handling processes
- Perfect incorporation into Nationals and Majors returned mail handling process, reduced redundancies in the full Retirement Services department

Automatic Data Processing, Incorporated – Returned Mail Root Cause Analysis
Use of root cause analysis techniques to identify actual causes of returned mail occurrence, creation of countermeasures to offset the root causes
- Project is in process, expectation is to reduce occurrence of returned mail by over 50% and further reducing handling costs of returned mail

Automatic Data Processing, Incorporated – Returned Mail Handling Process Optimization
Used process mapping and waste activity identification to reduce non-value-added activities for returned invoices with invalid addresses, managed action item implementation to achieve future state of streamlined handling process with mail room, billing department sorting, and billing department service operators
- Reduced average mail reconciliation time by >1 day, reduced handling costs by 35% and dedicated man hours by 2000 man hours/year, cost savings in excess of $60,000 per year

The Salvation Army of Augusta – Community Service Operator Management
Optimized community service operator handling process from initial application management to functional deployment at three Augusta-area Family Stores through process mapping and standardized procedures for operators and store managers, facilitated implementation of new automated application management system for volunteer and community service applicants
- Near-immediate payoff of automated system, reduction in man hours for applications management by over 4000 hours/year

The Dannon Company – Gasti 3 (32-Ounce Product) Filler Line Efficiency
Directed activities of four Autonomous Management teams that created cleaning/inspecting/lubricating standards and maintenance checklists, focused resources on largest contributors of line downtime, implemented centerlining program on key equipment
- 12% improvement in operational efficiency ($168,000 gain/week)

The Dannon Company – Ermi 1 and Ermi 2 (Drinks Products) Filler Lines Autonomous Management
Directed activities of four Autonomous Management teams that created cleaning/inspecting/lubricating standards and maintenance checklists, focused resources on largest contributors to line downtime
- Increased awareness and accountability for maintaining machine standards

The Dannon Company – DaMaWay Centerlining Program Pilot
Developed training and operational programming for pilot machine centerlining program to be replicated at all global Dannon sites, facilitated implementation program on six of fourteen filler lines
- Programming and training literature standardized for replication across all lines in all facilities

The Dannon Company – Waste Train and Supply Trains Process Standardization
Directed creation of standardized process and training programs for filler line waste removal train and raw material supply trains, created certification program for operators
- Eliminated 97% of safety incident opportunities and 80% of operators have been certified

**The Dannon Company – Remy 2 (6-Ounce Traditional Product) Filler Losses**
Developed plan for identifying and monitoring sources of fruit and milk losses during production and product changeovers, implemented communication process for operators to proactively reduce losses during production,
- Reduced milk losses by 20% and fruit losses by 35%

**Thomson Plastics – Canopy Kitting Operations Relocation**
Implemented one-piece flow by consolidating multiple work cells through equipment relocation and cell layout modification
- Cut cell material handling time by eleven minutes per hour through transportation reductions, opened up over 500 ft² of floor space

**Thomson Plastics – M21 Fan Flywheel Operations (Six Sigma Black Belt Project)**
Developed standard manufacturing process with lower cycle times and reduced waste, freeing up available production time on in-demand injection molding press
- 90% failure rate reduction and $8,800 revenue gain per month

**Thomson Plastics – Plant Zones Development**
Divided plant into 4-6 flexible management zones, developed supervisory training program for zone leads, created zone production tracking boards for communication of production status and cross-shift issues
- Improved plant communication and transparency, reduced response time to production issues

**Thomson Plastics – Work Cell Layout Standardization**
Developed standard cell layouts consisting of workbenches, work instruction boards, lighting, and zoned locations for raw materials and finished goods for 56 injection molding presses
- Reduced breakdown of work cell tables and tools, reduced reliance on setup technician for product changes

**Thomson Plastics – SMED for Moldsetters and Setup Technicians**
Co-facilitated setup reduction events for product changeovers, utilized time studies and internal/external step analysis to reduce machine changeover time
- 30% reduction in machine downtime due to changeovers, greater flexibility to meet customer demands

**Eaton Corporation Electrical Group – Value Stream Mapping to the Users Program**
Facilitated pilot for user-managed value stream mapping for key processes on production floor and in office, implemented creation of maps with plotter paper and Post-It Notes
- Increased process user engagement and influenced users to enable change within own department

**Eaton Corporation Electrical Group – 5S Program Redeployment**
Implemented floor-based visual rating system for department audit scoring and competition, calibrated office-based audit scoring and floor-based scoring to single process, developed template for posted 5S standards at audited locations on plant floor, directed fifteen “5S Blasts” in neglected areas
- Increased visibility of 5S program and created competition for department recognition, brought entire plant into 5S program

**Eaton Corporation Truck Group – Oracle Advanced Pricing Implementation**
Co-champion for implementation of Oracle Advanced Pricing module functionality to current domestic aftermarket pricing processes, enabled promotion styles such as volume discounting or special deals
- Reduced number of price lists to manage by 80% and man-hours devoted to annual price changes by 30%

**Eaton Corporation Truck Group – Global Pricing Database**
Managed implementation of global database solution for capturing international requests-for-quote from global account managers and reducing quote turnaround time by global pricing managers
• Increased RFQ capture rate by 400% and conversion time by 50%, leading to $1M annual incremental revenue gain through newly-captured business opportunities

**Elmore Group – Business Management System Standardization**
Developed implementation plan to standardize business management processes through optimal customer relationship management (CRM) solution for six minor league baseball teams
• Reduced operational cost savings of 25% through standardized work, faster turnaround times, and reduced opportunity for error

**Atlanta Braves Baseball Club – Season Ticket Sales Program**
Co-creator of competitive analysis study for season ticket program strategies, identified best practices and developed recommended season ticket package portfolio for optimal sales in market, crafted targeted sales strategy using standard industrial classification (SIC) code analysis of similar markets
• Full implementation of recommendations projected to generate $4.3M in incremental revenue through optimal product offering and efficient marketing to target industries
ADDITIONAL QUALIFICATIONS & INFORMATION

AMERICAN SOCIETY FOR QUALITY, Milwaukee, Wisconsin (January 2009 – Present)
A global community of the best quality resources and experts in all fields, organizations, and industries

Certified Six Sigma Black Belt
- ASQ CSSBB Certificate number 10090, certified March 6, 2010
- Certification dates 3/6/2010-6/30/2013, recertification required every three years, current recertification in process
- CSSBB certification project – M21 Fan Flywheel at Thomson Plastics

Certified Six Sigma Green Belt
- ASQ CSSGB Certificate number 10090, certified June 6, 2009
- Lifetime certification

Member/Author, ASQ Voices of Quality
- Select ASQ-promoted writers from various industries and locations to cover the growth and spread of quality concepts into different aspects of life and occupation
- One of thirty bloggers selected globally to participate in Voices of Quality program

Judge, ASQ International Team Excellence Awards (ITEA)
- Global competition of company-sponsored project teams implementing significant improvements while following Malcolm Baldrige criteria for performance excellence
- Final round judge, ASQ World Conference on Quality and Improvement, Indianapolis, Indiana in May 2013
- Three-time preliminary round judge: Charlotte NC in 2010, Boulder CO in 2011, Jacksonville FL in October 2012

Member/Reviewer, ASQ Quality Press Book Review Committee
- Committee reviews manuscripts for facts, data, quality, grammar, punctuation, validation, and potential market competition for ASQ-based publisher
- Reviewed three Lean and statistical analysis manuscripts, including The Lean Handbook: A Guide to the Bronze Certification Body of Knowledge published July 2012

PUBLICATIONS & MEDIA

“Sports Teams Can Make Money by Eliminating Waste,” guest blog post for CNBC.com, May 19, 2010

“Baseball: Bigger Than You Think,” mention and mini-interview by David Schoenfield in ESPN.com’s SweetSpot Major League Baseball blog, December 7, 2011


“Lacking Baseball Specs Leads to Offensive Explosion (and MLB Scouting Problems),” guest blog post for LeanBlog.org, August 21, 2012

LeanBlitzConsulting.com – blog about Lean and continuous improvement applications for sports organizations and small businesses, November 2011 to present
Sports Teams Can Make Money By Eliminating Waste

By: Chad Walters, Continuous Improvement Engineer, Thomson Plastics

Darren Rovell is on assignment and unable to post today - but Sports Biz lives on. Today's special Sports Biz Guest Blog is from Chad Walters, the Continuous Improvement Engineer for Thomson Plastics in Thomson, GA. He is a former marketing consultant for the Atlanta Braves.

Sports Teams Can Make Money By Eliminating Waste by Chad Walters

Just because the economy is on the upswing doesn't mean sports organizations can afford to be wasteful in their operations. The recession forced significant belt-tightening in front offices, but teams can be even more profitable by applying the recession's lessons and being mindful of eliminating wasteful activities. Major corporations employ experts to aid in becoming more efficient and profitable – sports organizations are no different.

But what is "waste?"

It's more than just trash and junk. It's in processes and procedures that the customer doesn't want to pay for. The first step in reducing waste is being able to identify the eight types of waste.

1. Excess Motion: This is the collection of unnecessary movements operators currently perform to complete a process. Let's say a ticket window cashier takes an order, fills out a form, walks over to another desk, stamps it, and takes it to a boss for approval. What if the stamp was placed at the window, thereby eliminating some walking? The order is processed faster and the customer is done quicker.

2. Transportation: This related to excess motion. The more time that is spent moving items around, the less time is devoted to customer service. If a stadium refrigerator serving four concourse concession stands is located on the far end of the stadium, a lot of time is spent moving food items from one end of the stadium to the other. What if the refrigerators were centrally located so that less time can be spent carting burgers and buns?

3. Scrap/Rework: How many times have you ordered a diet soda, only to have been given the sugar-filled version? Not only

More Smart Ideas

Why They Don't Tell You Their Ideas
Do You Ask Smart Questions?
Why Your Best Ideas Don't Happen At
does it take time to remake the soda correctly, but you’re taking time away from serving new customers and you’re taking up the time of the customer you improperly served. Finding ways to make orders right the first time is critical, and training your workers on how to do it correctly will save lots of money and headaches on the back end.

4. Overproduction: I worked for a minor league team a few years back that cooked a slew of hot dogs well in advance of a big event. The event was rained out. The hot dogs were thrown away. That’s an extreme case, but how often is already-prepared food thrown away after ball games because it went unsold and couldn’t be reused? That’s not only food being trashed, but also cold cash being wasted. If there are ways to make items for customers when they ask for them, the amount of food thrown away will be greatly reduced.

5. Excess Inventory: Some teams think that by buying in large quantities from distributors they will save money through price breaks. While true, it’s also true that the excess food takes up a larger stadium footprint, requires extra refrigerators that use more energy, and food not used right away can and will spoil. Companies like to build up inventory because it makes them feel safe from stockouts and prepared for any emergency situation, but the costs can be burdensome. At the end of the day, it’s entirely possible that buying only what you require when you require it will actually turn in a cost savings.

6. Waiting: If you have workers standing around because there are no customers or you’ve stocked out of an item, then you’re not making money. What if there are three cashiers but only one operational cash register? What if you have hungry customers but are out of buns and can’t sell any burgers as a result? The customers will be forced to wait, and perhaps your staff will be forced to wait for buns to be delivered. Waiting comes in the form of operators standing around as well as unhappy customers being served by an insufficient amount of team representatives.

7. Overprocessing: This is a unique waste opportunity to spot from a sports perspective, as there are typically few steps in any particular process for concessions or front offices, however they do exist. What if a soda customer doesn’t require a lid for her cup, yet one is snapped in place by a worker anyway? The employee could either ask the customer if she wants a lid, or have the lids waiting on the side of the concession stand and allow the customer to take one if she so chooses. What if a ticket taker at a gate bends the perforation four times when two is sufficient for tearing? On a busy day with a long line of patrons, how much time would be saved and waiting reduced by eliminating half of the bends? Small changes in processes can have a very big impact!

8. Unused Creativity: The most overlooked of the wastes is not adequately applying ideas and concepts from the employees who utilize the processes every day! A ticket window operator might have a good idea on where to place the credit card swipe to improve service time. A

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- Seven of America’s Most Awesomely Bad Failed Leagues
- Should The NCAA Forever Own My Rights?
- How Teams Can Be Better With Social Media
- The Paradigm Shift in the Premium Seat Market
- Sports Biz with Darren Rovell

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**SPORTS BIZ VIDEO**

- Security at the Super Bowl Compromised?
- Could Vegas Lose on the Giants?
- Annual Super Bowl Financial Quiz
- Super Bowl Ticket Prices
- Vegas’ Super Bowl Bet
- Robert Kraft on Business & Super Bowl
- Super Bowl Players Financial Quiz
- Power of Super Bowl Advertising
- Giant Steps to the Super Bowl
- Super Bowl: NY or Boston, Which is Better for Business?

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**DARREN ROVELL’S SPORTS INDEX**

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**ABOUT SPORTS BIZ**

Darren Rovell brings you his unique take on the busin sports: a multi-billion dollar global industry and obsession with personalities and products. On Sports Biz, Darren will keep you up-to-date as packaging and promotions, trades and trade.

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post-game cleaning crew member might recommend a new location for an outlet so less time is spent plugging and unplugging heavy duty blowers. A concession stand attendant might realize her stand is almost exclusively used for drinks – what if her stand was converted to a drinks-only stand and the cooking/food employees were moved to where food is ordered more often, thereby eliminating food spoilage and excess space consumed?

There are so many ways to make sports organizations more efficient from a business standpoint, but the first thing organizations must do is recognize and identify those wasteful activities. Next time you’re at a ballpark, you’ll see these little things that can be fixed or tweaked to improve your game experience, and isn’t the experience what it’s all about?

Chad Walters is the Continuous Improvement Engineer for Thomson Plastics in Thomson, GA. He is a former marketing consultant for the Atlanta Braves, an MBA graduate from Indiana University’s Kelley School of Business and a certified Six Sigma Black Belt. He can be reached at chawalte@gmail.com.

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Guest Post: Lacking Baseball Specs Leads to Offensive Explosion (and MLB Scouting Problems)

by MARK GRABAN on AUGUST 21, 2012 · 7 COMMENTS

Mark’s Note: Today’s post is another guest post from Chad Walters. Chad and I share a strong interest in sports — me as a fan and Chad as somebody who is working to bring Lean thinking to sports franchises, stadiums, and sports equipment makers. Chad has a few posts featured in my eBook "Lean Sports," as well. Chad’s own blog is frequently cited by ESPN.com and others.

At the conclusion of every college baseball season, many high-potential college baseball players spend their summers playing in collegiate wood bat summer leagues such as the Cape Cod League and the Great Lakes League. These leagues provide an introduction of the use of wood bats in regular game action to these players so they can be better prepared for professional baseball careers – metal bats are permitted in college baseball but the professional ranks are wood only.

Major League Baseball subsidizes these leagues with bats, balls, equipment, and other resource support, in exchange for the opportunity to scout these players and identify who could find success as professional ballplayers in the future.

Unfortunately for the 2012 season, offense is way up. Way, way up. Almost two-and-a-half times up for the Cape Cod League.

“Home runs in the (Cape Cod Baseball) league have increased in a stunning manner, with the teams combining for 140 percent more homers this summer. In 2011 Cape Cod Baseball League batters totaled 159 home runs for the season; the year before that the number sat at 158. This year, with the regular season (each team plays 44 games) having concluded on Tuesday (August 7th), CCBL hitters jacked 382 balls over the fences of the 10 league ballparks.”

As Cape Cod Baseball League Commissioner Paul Galop puts it, “I’ve been with the league for a long time, since 1980, and I’ve seen some balls that didn’t go that far with aluminum bats...obviously something’s going on.”

This offensive explosion is not isolated to the Cape Cod League. Home runs are up in all the wood bat leagues – the Valley League saw home runs jump from 287 in 2011 to 469 this
season. The Great Lakes League jumped from 99 to 276. The Florida State League rose from 57 to 158.

It’s not just home runs either. Overall batting average for the Cape Cod League jumped from .247 in 2011 to .260 in 2012.

The growth of offensive production this season has created a big problem. According to an article about the surging stats on Deadspin.com, “Some MLB scouts told Galop they don’t feel this summer’s stats from around the NASCB leagues are reliable barometers of talent.” So how can this be? Why the offensive outburst not seen in years past?

As it turns out, all of the collegiate wood bat summer leagues fall under the umbrella of the National Alliance of Collegiate Summer Baseball (NACSB). The NACSB has an agreement with Diamond Sports of Santa Ana, California to be the exclusive provider of baseballs to all of these leagues. Diamond Sports places a bulk order of thousands of baseballs to be manufactured in China at the beginning of each season.

With the year-over-year jump, some team representatives took to the “laboratory” to examine baseballs used in 2012 and compare them to those used in 2011.

Jim Martin, GM of the Yarmouth-Dennis Red Sox in the Cape Cod League, tore apart baseballs from 2012 and 2011 and said about his own analysis, “The core is definitely different. With the 2011 baseball, the core last year had a very soft feel to it. This year, the piece of rubber, you can barely move it; it’s made of a harder substance.”

A baseball is comprised of layers – a leather/stitched cover, wound yarns and thread, and a core of cork encased in rubber. The yarn and thread, while tightly wound around the core, deadens the impact of the bat hitting the ball and also prevents the ball from suffering deformities and becoming misshapen after being hit hard repeatedly.

GM Bruce Murphy of the Cotuit Kettleers did the same examination of the baseballs. “It’s a different baseball. It’s a harder-core baseball that Diamond provided...They never informed us at all (that the ball would be different).”

In addition to the harder baseball core, there were some other interesting results coming from these experiments.
“It was also found that the diameter of the pills was slightly different. The diameter of last year’s core was 1.31 inches while the newer model was 1.375 inches.”

With overall baseball diameters outside the leather covers being more rigorously checked, that means there is less yarn between the core and the leather cover to deaden a bat’s impact.

Between the slightly larger core (providing a bigger hitting surface transferred through the leather and yarn) and a harder core material (that doesn’t compress and deaden as much upon impact), it stands to reason (and require further testing) that these newer baseballs will travel further when hit.

What this means is that the quality (whether implied or specified) of the baseballs provided by Diamond Sports was not ideal, and the results speak for themselves. It’s not clear whether the NACSB or Diamond Sports had set any specifications on the design and manufacturing processes of the baseballs, so either Diamond is at fault for not providing specifications on the core designs or their Chinese supplier is at fault for not following process/product specifications if they were shared by Diamond. In the long run, because the product changed from 2011 to 2012, the resulting statistics changed dramatically too (as inputs change, outputs generally do as well).

This is why specifications (instead of assuming and implying) plus audits are important. Principle #11 of *The Toyota Way* states “Respect your extended network of partners and suppliers by challenging them and helping them improve.” Make it clear what you expect from your suppliers, and audit them to those expectations.

By not receiving viable statistical data for analysis, Major League Baseball will struggle to accurately assess college player performances in the summer wood bat leagues. “That’s a pretty big jump (in the Cape Cod League statistics) and way outside what I’d expect out of normal statistical fluctuation. It would not surprise me at all if the ball was juiced. If I was a Major League team I’d want to know…they need to know that information” said Dr. Alan Nathan, a noted physicist from the University of Illinois and specializing in the science of baseball.

As SBNation’s Rob Neyer puts it, “What's the use paying for wood bats if the guys are hitting SuperBalls?”

Information from Deadspin.com and The Enterprise/CapeNews.com was used in this blog post.

Post can be found at: