

Jeff Haferkamp

Chief Operating Officer at FamilyFarms Group

Summary

Strategic Leader and Senior Operations Executive with a track record of success producing margin improvements in growing and difficult/start-up business environments. Generated revenue growth and improved profitability by designing long term sustainable operations with targeted product offerings. Skilled at all facets of management including revenue enhancement, operations restructuring, efficient working capital deployment with particular emphasis on dramatic inventory reduction, and portfolio enrichment/streamlining. Extensive international experience with managing successful joint ventures in China and Japan and a technical alliance in Germany. Specialties: Designing Sustainable Operations around Product Portfolios, Efficient Capital Deployment, Use of LEAN Six Sigma Applications, Successful International Joint Ventures, Private Equity Acquisition Management, Effective Workforce Restructuring, Maintaining Non-Union Environments, Creating Revolutionary Union Agreements

Experience

Chief Operating Officer at FamilyFarms Group

October 2010 - Present (5 years 3 months)

Responsibilities include overall direction for the management consulting company. The company focuses on helping farming producers to successfully compete in the evolving row crop production industry.

The company provides agricultural consulting services to improve the business management, financial/accounting practices and focus, operations and technology improvements, and environmental/worker safety of the agricultural producers network members. The COO role also includes leading the General Manager Peer Group which involves the largest producers within the company. Company has doubled in size while dramatically increasing financial position since joining the business.

President Olin Brass at Global Brass & Copper/Olin Corp

January 2005 - January 2010 (5 years 1 month)

President Olin Brass (2005-2010) Managed \$1.2 billion manufacturing business; 10 domestic and three international facilities; 1,800 employees. Reported to CEO from KPS, previously reported to CEO of Olin Corp. Actively participated in the sale process of Olin Brass. Played key role in the multiple bidding presentations and subsequent due diligence. Under new ownership, led complete re-alignment of all administrative functions. Directed four key strategic initiatives which positioned the business to remain profitable in 2009 and significantly enhanced future profitability when volumes return to normal levels.

- Workforce Solutions:
 - o Unionized: Led revolutionary consolidation of eight labor unions into one labor agreement which ultimately increased workforce flexibility and resulted in \$18 million annual savings, with 250 hourly positions permanently eliminated.
 - o Salaried: Successfully restructured the organization,

resulting in the elimination of 150 salaried positions (\$12 million annually) with zero litigation. •Inventory Solutions: o Reduced overall inventory by 35% (\$100 million) while maintaining production volumes through applying LEAN principles. Resulting cash flow was used to significantly reduce debt. •Product Portfolio Solutions: o Created \$15 million in annual price increases (a 6% increase in conversion revenue) by performing a wall-to-wall profitability margin analysis with focus on small order quantity pricing. o Directed ‘new market’ commercialization and legislative approach for significant growth in two high potential segments (antimicrobial disease-preventing applications and higher denomination coinage). •Leverage Joint Venture agreements: o Developed and expanded existing China/Japan joint ventures increasing new annual revenues by approximately \$30 million (80% growth) over four years. Increased emphasis on electronic and automotive market segments.

President Olin Brass at Olin Corporation

1976 - 2007 (31 years)

President of Rolled Products at Olin Brass

January 2002 - December 2005 (4 years)

President of Rolled Products – a business unit of Olin Brass, East Alton, IL (2002-2005) Managed \$800 million manufacturing business; 11 domestic and three international facilities. Reported directly to the President of Olin Brass. In response to a possible shrinking domestic market (from 1.6 billion pounds to 1.1 billion pounds), led major study to confirm long term potential of the U.S copper alloy strip industry with McKinsey Consulting. After long-term viability was confirmed, directed a vigorous reinvestment strategy:

- Designed and implemented a series of plant consolidations, culminating in the successful closing of three operations (saving \$15 million annually) over a three year period with seamless customer transitions.
- Contracted Accenture Consulting for organizational realignment. Created FOCUS plan (Focus On Cash to Unify & Succeed) that implemented intense team-driven cost reduction plans with assistance from a new tracking database. Achieved \$20 million annual savings in 2004, exceeding established goals.

Vice President of Business Planning/Systems and International at Olin Brass

January 1995 - December 2001 (7 years)

Vice President of Business Planning/Systems and International - Olin Brass (1995-2001) • Established 80/20 China joint venture in 2001 with the largest brass producer in China. Production began in 2003 with sustained profit since startup. • Instrumental in gaining Board approval for \$40 million capital spending project for domestic expansion; new equipment generated \$30 million in annual value-added revenue. • Established technology alliance with large German brass company (Wieland) with subsequent invention of two new proprietary alloy systems, with exclusive rights in North America and non-exclusive rights in SE Asia.

Director of Cyle Time Reduction at Olin Brass

January 1992 - December 1994 (3 years)

Director of Cycle Time Reduction - Olin Brass (1992-1994) • Instituted a productive IT infrastructure, resulting in the creation and implementation of a new job shop scheduling system in Olin Brass's largest production site. • Led successful 15% reduction in inventory (\$15 million) while maintaining capacity operations.

General Manager of Somers Thin Strip at Olin Brass

January 1988 - December 1991 (4 years)

General Manager of Somers Thin Strip - Olin Brass, Waterbury, CT (1988-1991) • Achieved #1 ranking in U.S. market share through expansion of proprietary flexible circuit market. • Increased market penetration in light gauge stainless steel, becoming U.S. market leader. • Maintained non-union plant during three union organizing attempts.

Director of Business Planning and Management Systems at Olin Brass

January 1982 - December 1987 (6 years)

Director of Business Planning and Management Systems - Olin Brass, East Alton, IL (1982-1987) • Lead the acquisition of a major brass mill in Indianapolis; adding 25% capacity to facilitate growth. • Key participant in formation of a 50/50 Japanese joint venture with Yamaha Corp.

Various Positions of Increasing Responsibilities at Olin Brass

June 1976 - December 1981 (5 years 7 months)

Various positions with increasing responsibilities – Olin Brass (1976-1981)

Skills & Expertise

Strategy

Six Sigma

Strategic Planning

Manufacturing

Management

Process Improvement

Mergers

Product Development

Operations Management

Mergers & Acquisitions

Business Planning

Continuous Improvement

Lean Manufacturing

ISO

Project Planning

Root Cause Analysis

Leadership

Start-ups

Process Engineering

Supply Chain Management
Cross-functional Team Leadership
Supply Chain
Operational Excellence
Pricing
Value Stream Mapping
5S
Manufacturing Operations
Procurement
Kaizen
Materials Management
Forecasting
SPC
Iso 9000
Purchasing
Production Planning
Automotive
Quality Management
Industrial Engineering
Inventory Management
Logistics
Business Process Improvement
Management Consulting
Plant Management
P&L Management
Team Building
Manufacturing Engineering
Materials
Strategic Sourcing
Business Strategy
Executive Management

Education

University of Missouri-Columbia

BS, Industrial Engineering, 1972 - 1976

Activities and Societies: Graduated from college with Honors (3.7 GPA Accum) Captain of Baseball Team Tau Beta Pi, and Alpha Pi Mu Honary Fraternities

Honors and Awards

Industrial & Manufacturing Systems Engineering Hall of Fame (U. of Missouri Columbia Campus) Member of Tau Beta Phi Honorary Engineering Fraternity Member of Alpha Pi Mu Honorary Industrial Engineering Fraternity Captain U. of Missouri Baseball team

Interests

Traveling (domestic and international), all type of sports, reading

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