

Paul Smith

Principal at P Smith Consulting LLC

Summary

P Smith Consulting LLC is a business consulting practice focused on assisting companies to continually improve their processes, products and personnel to deliver breakthrough business results.

Experience

Principal at P Smith Consulting LLC

September 2012 - Present (3 years 8 months)

Continual Improvement is key to delivering improved business results in organizations both large and small. Utilizing the skills and expertise developed in over 30 years with Procter and Gamble and JM Smucker, total quality, problem solving, continual improvement and lean tools are brought to bear on delivering improvement. While solving problems is key, developing resources in the organization is a focus area to continue the improvement efforts ongoing.

Plant Manager at The J.M. Smucker Company

May 2011 - September 2012 (1 year 5 months)

Leader of the Kansas City Folger site responsible for delivering safety, quality, cost, and productivity results utilizing lean manufacturing approaches, Total Productive Maintenance methodology and team based problem solving.

Plant Controller at The J.M. Smucker Company

2005 - May 2011 (6 years)

Leader of the F&A organization with responsibility for budgeting, cost management, forecasting, and internal controls. Led the identification of losses across the site, prioritization of work, and elimination of over \$24 million in losses over 4 years. Led the transition from SAP to Oracle as the information system for the site. Member of company bargaining team to negotiate collective bargaining agreement with International Machinists and Aerospace Workers local.

Business Operations Leader, KC Folger at Procter & Gamble

2001 - 2005 (4 years)

Leader of the operating module with line responsibility for safety, quality, productivity, and cost. By delivering superior results in all areas, led the module in securing additional business for the site growing from 60 to over 130 technicians.

Integrated Work System Manager, KC Folger at Procter & Gamble

1999 - 2001 (2 years)

Leader to implement Total Productive Maintenance (TPM) to supplement the high performing work system in the plant. Responsibilities included working with the leadership team to set direction and working with pillar teams to develop and implement work processes. Leader of Autonomous Maintenance (AM) teams and Focused Improvement (FI) teams to reduce losses across the site.

MRPII/SAP Project Leader – Cincinnati at Procter & Gamble

1996 - 1999 (3 years)

Leader of the work to certify the Coffee Category as MRPII Class A working with senior leadership in sales, marketing, human resources, product development, and product supply. Implemented SAP as the information system to support the work process across the category working with the plants on data preparation, development, training, and execution of the work processes.

Green Coffee Planning Manager – Cincinnati at Procter & Gamble

1991 - 1996 (5 years)

Responsible for optimizing raw material inventories to minimize cash investment and maintain coffee availability to the plants. Worked in a cross functional environment to balance quality, cost, and availability of coffee. Responsibilities included the development of measurement tools to track improvements and developing, testing, and starting up a new planning system.

Senior Project Leader, NOSB/OMS Installation, Cincinnati at Procter & Gamble

1989 - 1991 (2 years)

Responsible for the installation, start up, and utilization of a real time order handling system in 15 plant sites. Work included documenting current work processes, determining how the system impacts the work processes, and gaining plant agreement to revised standard work processes.

Total Quality Manager – KC Folger at Procter & Gamble

1989 - 1990 (1 year)

Leader of the transition for a unionized plant of 300 people from a traditional management system to a one based on a quality focus. This included working with an outside consultant, training managers and technicians on total quality tools, and leading quality improvement teams.

Distribution Manager – KC Folger at Procter & Gamble

1987 - 1989 (2 years)

Responsible for distribution and customer service for Folgers in the upper Midwestern United States. Included was production planning responsibility for the plant, replenishment planning for warehouses, interfaces with customers, and management of an outside warehouse.

Vacuum Packing Department Manager, KC Folger at Procter & Gamble

1984 - 1987 (3 years)

Line responsibility for a packing department with direct accountability for safety, quality, and cost results. During this time the department grew from 45 people to over 100 as new lines were added. Served as a

member of the design team developing a new work system for the plant. Implemented the design in the packing department.

Staff Manager, KC Folger at Procter & Gamble

1983 - 1984 (1 year)

Responsible for developing and tracking the manufacturing budget for the Retail business. Analyzed, documented, and redesigned the work of the staff organization involved in the warehouse and shipping operation.

Team Manger, CPG Packing, KC Folger at Procter & Gamble

1981 - 1983 (2 years)

Line responsibility for a packing shift team of 30 people. Leader of the department safety effort working with technicians to develop their ownership of the effort.

Skills & Expertise

Lean Manufacturing

Manufacturing Operations Management

Process Improvement

TPM

FMCG

Production Planning

Supply Chain

Manufacturing Operations

Cross-functional Team Leadership

Process Engineering

Supply Chain Management

SAP

Leadership

Warehousing

Logistics

Supply Chain Optimization

Manufacturing

Inventory Management

Continuous Improvement

Consumer Products

Product Development

Quality Assurance

Root Cause Analysis

Demand Planning

5S

Management

Purchasing

Forecasting

Project Planning
Six Sigma
Kaizen
Value Stream Mapping
Strategic Sourcing
MRP
Budgets
Operational Excellence
Software Documentation
Business Process Improvement
Materials Management
Operations Management
P&L Management
Quality Management
Supply Management

Education

University of Missouri-Columbia

Master of Science (MS), Industrial Engineering, 2012

University of Missouri-Columbia

Bachelor of Science (B.S.), Industrial Engineering, 1977 - 1981

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2 person has recommended Paul

"Paul was a fantastic resource in our Supply Chain Finance area, always hitting timelines and always challenging the status quo. He was a great sounding board to bounce idea's off of, as well as provide candid feedback regarding any obstacles preventing a project from being successful. A great work colleague and resource!"

— **Mark Snyder**, worked with Paul at The J.M. Smucker Company

"Paul's mastery and understanding of the entire product supply system enables him to be an outstanding leader. Paul's roles in manufacturing, green coffee purchasing, finance and accounting make him an extraordinary resource and key manager and leader of the business. Paul is a pleasure to work with!"

— **Joe Zembas**, worked with Paul at The J.M. Smucker Company

[Contact Paul on LinkedIn](#)