

# Kenneth (Ken) Graham Davis

## Personal Profile

This resume outlines a varied career, principally in supply chain, manufacturing and distribution services, with national and international roles. Directly accountable for effective change strategies, leading continuous improvement and innovation through engagement of senior stakeholders and across many business. Operating as an internal and external consultant and business coach has delivered extensive results in a range of situations and industries. Business process re-engineering and excellence methodologies.

## Summary of formal qualifications

1981	NSWIT (Univ of Tech) Sydney	BE (Hons) (mechanical)
1985	University of NSW	MEngSc (management & energy)

## Career Summary

2008-present	AKTion Services	Business Consultant
2004-2008	OneSteel Steel & Tube	National Operations Manager
2001-2004	OneSteel Distribution	Bus Process Lead & Ops Development Mgr
1999- 2001	OneSteel Metaland & Steel	Business Development Manager
1998 – 1999	BHP Tubemakers Sheet & Coil	Manager Engineering
1995 – 1998	BHP Metpol	Business Unit Manager
1995	Tubemakers of Australia	Manager Employee Relations
1992 – 1995	Hua Yan Bundy (North China) Tubing Corporation	General Manager and Managing Director
1991 – 1992	Tubemakers Piping Systems	State Sales Manager, NSW
1989 – 1991	Tubemakers Structural	Business Unit Manager

## Key achievements

- 2008-09 **Business excellence** work in full range IT services (networks and personnel). Process mapping, engagement seeking solutions development of lean methodologies;
- Defined and **implemented new management structure** and resource to support IT service account; Aligned roles and accountabilities to ensure sustainability
- Logistics work on a range of projects in large industrial products distribution. Developed and supported implementation of a **metrics reporting and scheduling system**, with **plant re-design and supply chain** imperatives addressed.
- 2007 Introduced **Lean 6 Sigma** into national business projects delivering \$2m pa; Integration of 12 regional and capital city businesses (facilities and systems) across Australia with introduction of new performance management and **business process measuring** systems.
- 2005-07 Development and syndication for implementation of a **supply chain model** including warehouse automation using focussed capital to deliver \$19m EBIT benefit. Time frame 2-3 years.
- 2002-04 Implemented a **remodelled SAP platform** using both real time information technology and business improvement methods in a supply chain. Included radio connectivity. \$A2bn business (100 locations)
- 2000-01 Extensive work with Booz Allen and AT Kearney achieved **inventory reductions** delivering over \$A25 million and business integration support activities; managed strategies for the integration and consolidation of capital city distribution centres in 3 states of Australia
- 1999-00 Introduced advanced inventory replenishment systems combined with profitable growth outcomes; implemented **selling price improvement** assessment system for multi-site distribution business;
- 1995-98 Completed a “re-engineering” of a 400k tonne pa 3 site **coil steel processing** business – management approach, safety, systems, marketing, facilities and profitability
- 1992-94 Modernised systems, management methods, commissioning of plant, growth strategies of a **Sino-Australian joint venture** in the People’s Republic of China - 300 employees and \$A80 million sales

- 1991      **Closed down** of \$65 million pa, 50kt pa, 195 person , pipe & tube facility without LTIs or industrial lost time
- 1988-89   **Growth automotive components** business 15-fold to \$30 million pa with 160 employees in 2 years ; JIT under budget delivery of production process for new GMH Commodore exhaust system manufacture
- 1984      **Sustainable energy reduction** has now cumulatively delivered \$100m costs savings. National Energy Management Award

## Career history

### 2008-2009                      **Business Consultant - AKTion Services**

- offering services in advice to industry and commerce on business excellence, logistics planning, change & project management and process design
- contracts with Wesfarmers, Computer Services Corporation, Paxus, BHP Coal, Bullivants

### 2004-2008                      **National Operations Manager - OneSteel Distribution Steel & Tube**

- leading national team of 12 key distribution centre operations personnel (total 400 people in capital and regional cities) whose roles cover all order fulfilment activities leading to excellence service delivery outcomes; setting policy on operational standards, measure and targets
- scale of total business \$700m delivering 500,000 tpa. through 12 capital city and regional location across Australia

#### *Key achievements*

- development and implementation of operational excellence models (6 sigma & lean) - benefits delivery rate exceeding \$0.8m pa
- customer outcomes improvements in errors by 5% over 2 years and short picks reduced by 20% in same period
- reduction in operations labour force by 10% with same volumes through innovative productivity change in capital city businesses – held cost per tonne flat over 2 years
- agreement to proceed to Board approval for \$35m capital automation proposal for global best in class steel distribution facility delivering capacity growth and \$19m NPV.

### 2001-2004                      **Business Process Leader / Operations Development Manager - OneSteel Distribution**

- working in a core team leading business process change across a \$2bn business with 100 locations
- analysis and development of supply chain initiatives for materials (inventory), order management and fulfilment processes

#### *Key achievements*

- production of a business case for organisational remodelling leading to a ERP platform design of using SAP technical solution for 1700 users
- extensive implementation of major logistics changes to over 100 business locations including paperless real time warehousing (RF technology – first in that industry in Australia
- worked with senior executives in driving change and business benefits realisation in these businesses

### 1999- 2001                      **Business Development Manager, OneSteel Distribution**

- professional consultancy across \$A1.5bn, 100 location national business, including:
  - business systems improvements (inventory, production, sales support activities)
  - inventory management focussing on creating channel value
  - value added materials processing analysis, safety systems,

#### *Key achievements*

- implementation of supply chain changes with merger of Email Metals and OneSteel Distribution
- successful facilities re-development and consolidation in Sydney & Perth

**1998 – 1999                      Manager Engineering, BHP Tubemakers Merchandising - Sheet & Coil**

- professional consultancy across \$A1bn, 100 location national business
- implementation of safety systems, engineering projects, E-commerce, facilities re-development

*Key achievements*

- (safety/electrical) lockout isolation system established
- on-time / under budget site construction projects – warehouse facility developments

**1995 – 1998                      Manager BHP Metpol**

- service provider to the steel sheet & coil industry
- 3 sites - Brisbane, Sydney, Wollongong; output 400kT pa; 110 employees
- accountable for safety, ROI, employee relations, marketing

*Key achievements*

- unprofitable operations turned around; strategic transfer of one business to another part of BHP
- ROI improvement from 5% to 20% in 2 years
- improved LTIFR 12mma by over 80%
- T/manh increases considerable
- employee numbers reduced to by 65% to 40 in 2 years

**1995 (2 months)                      Manager Employee Relations, Tubemakers Corporate**

- development of Best Practice course modules for company-wide use

**1992 – 1995                      General Manager, Managing Director, Hua Yan Bundy (North China) Tubing Corporation**

- accountable to joint venture board (50% Australian / 50% PR China) for ROI
- 300M Renminbi turnover; 330 employees; only expatriate employee
- multiple products - small diameter tube, plated strip, fabricated automotive components
- located in provincial city - economic development zone in NE China 300km east of Beijing

*Key achievements*

- re-structured business to provide an organisation to manage change using 1990s management techniques - not 1970s Communist styles
- re-directed business into market-focussed organisation - significant growth of automotive segment of business
- introduction of 2 new technologies - copper plated strip and electric welded tubing
- improved communication with introduction of multilingual documents, broadened local English language base in workplace
- set up JV with Citroen in Wuhan and assisted in similar arrangement in Shanghai with VW
- introduction of TQM tools into business
- achieved Bureau Veritas ISO9002 certification 1995
- awarded certificate from All China Federation of Trade Unions for Employee relations initiatives

**1976 – 1992                      Various roles in a range of businesses in NSW and Victoria**

- sales territory and margin management
- production management
- plant engineering including maintenance, safety improvements
- TQM/SPC (6 sigma) activities
- Drafting and engineering design
- Fitting and machining trade activities within an engineering cadetship

### Further training past 8 years

Course	Provider	duration
6 sigma green belt	Sinclair Partners	10 days plus projects
Best Practice Selling (managers)	OneSteel	5 days * 3
Leadership	BHP, OneSteel	20 days
SAP analyst development	Plaut, SAP	Various over 3 years
Advanced Safety Audit Management	BHP/du Pont	2 days
Facilitator & Workplace Assessor (VETAB Level 4)	Talsico	4 days

### Languages

English (fluent)

Mandarin (conversational, limited business and travel)

German (reading, conversation and travel)

### Directorships, memberships, volunteer experience & committees

#### Scouts Australia

1976 – 1992 Adult Scout youth leader – various age sections

1995 - 2001 NSW Branch Commissioner for Venturer Scouts - leader of adults - responsible for the standards of the youth program delivery and policy implementation of 2700 youth members (14-18 year age group) and 700 adult leaders.

Chairman of annual event “Dragon Skin” – 4 days over Easter with 2000 people in a range of NSW State forests

Scouts Australia – NSW – Civil Awards Committee member

#### General

1995 – 2008 Director Tubemakers Superannuation Fund, Employee Rep OneSteel Superannuation Fund Policy Committee

2004 – 2006 Executive – Beecroft Public School P&C Association

2006 – 2009 Director - University Alpine Club Ltd

#### Uniting Church in Australia

1997 – 2002 Working Group establishing a site re-development and associated change processes

2000 - 2006 Thornleigh - Pennant Hills Parish Church Council; Booking Manager; Elder

2008 - 2009 Strategic Planning Team Beecroft Uniting Church

#### Other skills

- Organisational change management
- Business support systems development

- Project management
- Software applications
  - MS Office suite, Visio, Project, PowerPoint, Outlook, SAP, AutoCAD, MiniTab, Lotus Notes, Lombardi Blueprint

### **Interests and activities**

Cross country skiing, bushwalking, gardening, entertaining, reading, singing

### **Publications**

- Evaluation of a Hot Air Collector for Tropical Applications, NSWIT 1981
- Energy Use in Heavy Industrial Applications, UNSW, 1985
- Change Management in multicultural Australian organisations, draft, 1998
- Practical Safety Systems in the Workplace, Tubemakers, draft, 1998
- The application of a RF shop floor managements system for steel distribution, OneSteel, 2005