

RALPH HEDDING, PE

Vice President Regional Manager Africa
Doylestown, PA



Strategic Asset Management Inc.

We Deliver Change!

SKILLS AND QUALIFICATIONS

36+ years experience in engineering, production, maintenance management, management consulting and the implementation of large scale production, maintenance and reliability improvement initiatives. He has demonstrated skills in achieving operations excellence as both a Management Consultant, and Company Executive. Professional competencies include:

- Equipment Management and Maintenance
- Reliability Engineering
- Facilities Engineering and Management
- MRO Inventory Management
- Production Operations Management
- Technology Application / Optimization
- Business Process Redesign and Operations
- Process Design and Re-engineering
- Group Facilitation and Mentoring
- Strong Communications and Interpersonal Skills
- Management and Administration
- Asset Management Strategies

KEY ACCOMPLISHMENTS

- Enhanced and streamlined the processes used for assessing SAMI client operations. Client response to this methodology has been significant, as each assessment performed has resulted in results delivery project following the assessment phase.
- Developed and managed the asset management practice for mid-sized consulting company that specialized in Lean Manufacturing and Supply Chain consulting.
 - Falconbridge Ltd. Mining Division – Reduced maintenance costs on all underground mining equipment from 32% of replacement value to 14% of replacement value in 16 months.
 - Delta Faucets, Inc. – Through a team approach to reliability centered maintenance, and appropriate managing systems, improved the availability of six constraint centers allowing for a 20% increase in throughput of the operation on a 39 week project.
 - US Pipe Corporation, Birmingham Operation – Improved equipment availability yielding additional throughput resulting in \$14.1 Million in sales margin on a 12 month project.
- As Corporate Director of Engineering, had full accountability for all activities of the Engineering, Maintenance, and Warehousing Departments at all facilities for American Brass Corporation. Managed an annual budget of \$39 Million for capital improvements, facilities and equipment maintenance, and warehousing operations.
- As Unit Manager had total manufacturing responsibility for producing hot rolled aluminum sheet for Logan Aluminium in a state of the art facility, employing team concepts in a non-union environment. Coordinated statistical process control at the facility. Managed budget of \$10 Million and a staff of 60 personnel. Improved throughput by 57% in 12 months.
- Established and managed Reliability Group with complete responsibility for equipment improvements, modernization and implementation at Kaiser Aluminum and Chemical Corporation. Directed engineers, Designers, and Maintenance staff of 92 in a totally unionized environment.

EDUCATION & PROFESSIONAL AFFILIATIONS

- B.S Mechanical Engineering, Milwaukee School of Engineering, 1973
- Mechanical Engineering Graduate Studies, Marquette University, 1973 - 1974
- MBA Studies, Duke University, 1980 - 1981
- Duke University, Fuqua School Of Business, 1984-1985 Executive Development Programs
- Executive Member, Society of Maintenance and Reliability Professionals
- Registered Professional Engineer
- Certified Maintenance Reliability Professional
- Southern Africa Maintenance Association

PROFESSIONAL EXPERIENCE

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| • Strategic Asset Management, Inc; VP Regional Manager Africa | 7 years |
| • Resource Dynamics International; VP Asset Management Practice | 4 years |
| • Polaris Consulting; Owner | 1 years |
| • Marcam Corporation; Senior Management Consultant | 6 years |
| • American Brass Corporation; Corporate Director Engineering & Maintenance | 3 years |
| • Logan Aluminum Inc.; Business Unit Manager | 3 years |
| • Kaiser Aluminum Corporation Maintenance Manager, Production Manager | 12 years |