

Biography



Keith Updike, Managing Director

Keith has more than 27 years of experience in the automotive industry. He provides clients with extensive expertise in world-class manufacturing practices and continuous improvement methodology - targeting improvement in the areas of manufacturing, quality, supply chain and materials management. He is an experienced operations executive, having managed multiple facilities, union and non-union workforces, and in public and private companies.

His professional approach as well as his ability to quickly assess a situation and develop effective improvement strategies result in bottom line success. Keith has led several successful engagements ranging from interim management to the lean transformation of a bankrupt company resulting in a profitable position. Keith approaches every opportunity with a “fresh set of eyes” and is highly effective at utilizing the resources available to maximize results. He is a strong believer in providing the proper teaching and coaching to all, creating an environment of continuous improvement for long-term sustainability.

Keith served as Vice President of Operations for Siegel-Robert, Inc., a globally diversified industrial manufacturer of automotive decorative trim products with 6 facilities in three states. In this role, he led operational due diligence for a prospective European acquisition, improved the bottom line by \$18 million, improved safety recordable measurement by 50%, lost time accidents by 43%, and slashed PPMs from 559 in to 115 in one year. Keith also drove scrap improvements of 4.3% and increased on-time delivery, resulting in a \$1 million inventory reduction.

As Plant Manager for Guide Corporation, a \$500 million exterior lighting manufacturer of products for OEM automotive and truck markets, Keith was accountable for the operations of a 2.3 million sq. ft. facility with \$368 million in sales, 1500 UAW and 180 salaried employees. He achieved productivity improvements of 22%, reduced overtime by 54%, improved safety recordable measurements by 19%, and improved lost time accidents by 33%. Keith also lowered PPMs by 28%, realized inventory savings of \$2 million, plus reduced hourly headcount by 27% and salaried headcount by 39%. He employed his labor relations skills to transform an adversarial management and UAW relationship to one of respectful cooperation. Additionally, in the plant manager role, Keith led the supply chain improvement in supply chain planning, supplier capacity planning, and constraint management.

Keith started his career as a floor supervisor at the Adrian Manufacturing location of Delphi Interior and Lighting Systems. He spent 15 years taking on a variety of roles within the areas of quality, materials and manufacturing.

Education and Certifications

- Master of Business Administration, Operations Management, University of Toledo, Ohio
- Bachelor of Business Administration, Accounting & Business Management, Adrian College, Michigan

Affiliations and Memberships

- Japan - America Society of Tennessee
- Turnaround Management Association
- American Bankruptcy institute
- Tennessee Automotive Manufacturers Association

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