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## **John D. Nechiporchik**

To Whom It May Concern:

At ASC, Brian honed his lean manufacturing skills while leading the implementation of our focus factory strategy. Under his leadership, this strategy consisted of creating individual plants in close proximity to each customer to provide their systems (modular units) on a just in time basis. Each facility was organized around the principles of lean manufacturing with an emphasis on one piece flow for inventory optimization.

The principles of standardized work provided the basis for the process development. Key performance metrics, which were available to all associates, provided the tools for managing the business on an hour to hour basis.

Under Brian's leadership, ASC launched 3 new facilities in 18 months to support projects for Toyota, Mitsubishi and BMW. Within the first year of operation, the ASC Cambridge plant was recognized as a key contributor of Toyota; receiving the J.D. Powers gold plant award (TMMC). ASC received the Most Improved Supplier award from Mitsubishi. On top of this... these plants consistently beat profit goals during every year of operation.

Simultaneously, Brian's team of specialists applied their "lean thinking" approach to several existing operations where more traditional manufacturing processes had been followed for many years... the favorable results exceeded all expectations!

I look forward to working with Brian in the future!!

John D. Nechiporchik