



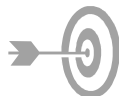
A-Player Search (APS)

Company, Position & Person profile

Mastercraft Boat Company



Supply Chain Manager



A-Player Search, Inc. has been retained by the client to conduct the research and recruiting for this position. The following information and attachments are for your personal information and are expected to be kept confidential.

About the Company

Overview

MasterCraft, with headquarters in Vonore, Tennessee, has retained A Player Search, Inc. to find an A Player to fill their critical role of Supply Chain Manager. MasterCraft has been shaping the boating industry since 1968 when it launched its first ski boat. The manufacturing plant and headquarters, located twenty minutes south of Knoxville, employs over 500 skilled boat builders as well as the marketing, sales, IT and finance staff. With over \$140 million in annual sales, MasterCraft enjoys an excellent brand reputation throughout the ski and wakeboard segments and the marine industry as a whole. Its boats are sold throughout North America and abroad through a network of over 120 independent dealers.

Customers are skiing and wakeboarding enthusiasts who aspire to MasterCraft ownership. The company is perceived as the Mercedes or Rolex of the segment and as such enjoys the patronage of affluent customers who rate skiing and wakeboarding as one of several family activities to be enjoyed.

MasterCraft is working to become an employer of choice in the Knoxville area and the company offers an excellent benefits package including good wages, paid vacation; health and life insurance and an employer matching 401k plan.

Over the last five years MasterCraft has repeatedly expanded its product line to include larger boats and increasingly sophisticated options. The higher degree of complexity coupled with unprecedented production volume has been a challenge to managing the supply chain to achieve gross margin expectations. Recognizing the necessity of implementing advanced inventory control methods and bringing greater discipline to the supplier management process, the COO has determined to hire a Supply Chain Manager. For an overview of their products, visit the website at www.mastercraft.com.

Company Beliefs

The strategy for MasterCraft Boats is driven around a unique consumer purchase and boating experience. The Supply Chain Manager position is essential to growth of the business.

Growth for the business is focused in the following areas:

1. MasterCraft is committed to building a lean production system. A pull oriented supply chain is essential but one where pre-positioning of new products for launch is also critical. Inventory has historically constrained growth due a lack of discipline around product architecture, bill of material structure and obsolescence of parts. Excess inventory is constraining the speed of the business to introduce new products quickly and service existing products in the field. The full potential of the MRP system needs to be realized.
2. 10% / year over year growth in units requires that the supply chain manager know how to harmonize total inventory including the product pull-through at the dealer level. Keeping the supply chain balanced to the demand of the consumer by being aware of dealer inventories is key.

Demand-Supply Management process requires a leader who can facilitate all of the disciplines of the business to achieve a good plan (demand, supply and financial impact) that is also responsive to change. Overall capacity management and resource allocation is critical. The supply chain manager must be able to synthesize the unit demand profile and facilitate sales to assign a bandwidth of risk to each product forecasted. Correspondingly, the supply chain manager must be able to work with engineering and operations to lock in their supply commitments for new product design and production capacity.

Supplier Development & Partnership – focus on upfront quality planning and supplier financial, quality and lean audit, FMEA, change-control board, scorecard for promoting continuous improvement incoming quality PPM, delivery performance to commit date, cost reductions and wave length (cultural assessment of the supplier such as quality, delivery, and overall responsiveness to the functions within MC). Develop a quarterly scorecard

for assessing key / strategic supplier relationships. Promote a tandem effort with the SQE-A group. Critical process and product parameters must be understood. The supply chain manager is responsible for harmonizing the overall supply chain by simplifying operations (eliminating waste and complex BOMs) and increasing the turns of products. The logic is simple. Get the supply chain disciplines in place - BOM control, Change Control Management, Inventory and the flow to the factory floor right. A visual control system that alerts operators to when materials are needed must be integrated into the lean process to drive a focus toward single piece flow.

The opportunity for the person selected is to grow the business and grow their position along with it. If the strategy is to be realized, it will require a supply chain leader whose abilities, talents and thought processes will scale with the business. Growth is change and leaders must be able to handle the complexities of growth (culture, leadership, skill development, and improved decision controls for example) while keeping the essential elements of good supply chain practices in place. There is no magic to the strategy of MasterCraft Boat Company. What makes their strategy unique is the sum of the parts that are difficult for their competitors to replicate on a sustained basis.

The position

Overview

Reporting to the Director of Operations, this position is considered key to delivering greater value to the MasterCraft customer by implementing effective cost management strategies. The immediate focus of this position will be to analyze current inventories and determine if they are at the right levels for an efficient operation. An effective and comprehensive supply chain management methodology is required which incorporates lean manufacturing and Just-in-Time (JIT) principles.

Together with engineering, this position supports MasterCraft's objective to deliver exceptional price to value in the market as measured to competitor pricing and internal gross margin performance. In addition to strong systems creation experience, this position demands candidates with well-developed complex thinking skills and an ability to assess risks within the supply chain and its structure. Demonstrated capacity planning capabilities

across the supply chain using MRPII and ERP systems is sought. Hands-on negotiation skills are required. Solid team management and coaching experience will be put to immediate use in the evaluation of the current department.

Candidates must have an athletic capacity (knowledge + passion + proven execution) for supply chain management. A non- bureaucratic but systematic approach is critical. Success in this position will lead to broader leadership responsibilities and professional growth. Experience and knowledge with advanced demand/supply planning, supplier quality assurance programs and excellent negotiation skills are essential.

Key Requirements

- Leadership qualities and integrity.
- US Citizen or Permanent Residency status.
- A comprehensive background investigation will be conducted. No past felony convictions or credit problems. Candidate must be willing to authorize a background check and provide social security number and drivers license.
- Candidate must be willing to take a leadership, aptitude and personality assessment and be interviewed and assessed by the organizational consultants for the company.
- Verification of all degrees on resume.
- Reference checks with three prior supervisors.

This position reports to the Director of Operations. Purchasing will report directly to the Supply Chain Manager, as well as warehouse and inventory management personnel. The team presently includes approximately 15 people. This position is responsible for the recruiting, training and development of the team, as well as cross functional work with engineering,



specifically sourcing of innovative suppliers to support new product development.

Key Internal Relationships:

- Director of Operations
- Director and Manager of Engineering
- Director of Quality
- Finance
- Warranty/Customer Service

Key External Relationships:

- Suppliers
- Consulting firms (implementers of lean, six sigma, Priority Thinking, etc.)

The person

Qualifications & Experience

- Undergraduate degree.
- APICS and CPIM certifications.
- A minimum of five years team management experience demonstrating a structured methodology to manage a supply chain.
- Strong and disciplined use of MRPII and ERP. “Avante” experience a plus.
- Experience of Just in Time (JIT) and lean supply chain management.
- Proven ability to work on cross-functional basis to improve teamwork and collaboration.

Personal Competencies

- Demonstrates personal and professional ethics and integrity. Possesses excellent judgment and character
- Smart – intellectually, emotionally and logically. Has a well balanced / common sense approach to doing work. Can balance the task and the people dimensions of the job. Can deal with a broad range of people, backgrounds, and skill sets. Politically sensitive but not political.
- Excellent written and verbal communication skills.
- Team player. Enjoys building relationships, and sees this as a critical part of the position and his/her success.
- Detail oriented and possesses the ability to grasp issues quickly and work on the right things at the right time.
- Open and approachable style. Knows how to influence the organization with skill, grace and humor.
- Timely and persistent follow-through and follow-up skills.
- Proven ability to deliver on time the right way – not prone to short cuts. Expediency is a job killer – things must be done right the first time.

Technical Competencies

- Computer competence in Microsoft suite of products such as WORD, EXCEL and POWERPOINT.
- Strong and disciplined use of MRPII and ERP. “Avante” experience a plus.

Screening Requirements

- Verification of United States Citizenship or Permanent Residency Status.
- A comprehensive background investigation will be conducted. No past felony convictions or credit problems. Candidate must be willing to authorize a background check and provide social security license numbers. All information will be kept strictly confidential.
- Candidate must be willing to take a leadership, aptitude and personality assessment and be interviewed and assessed by the organizational consultant for the company.

Key Goals of this Position



*First 90 days - **KNOWLEDGE:*** Conduct formal and informal discussions with operations leaders, engineering and supply chain team to learn the business.

*First 90 days - **EMPLOYEES:*** Evaluate each member of the team to establish a development plan to improve their negotiation skills, understanding of supply chain management, and disciplined use of MRPII.

*First 90 days - **PURCHASING MANAGEMENT SYSTEMS:*** Evaluate all existing purchasing policies, procedures, plans, trends and processes. Prioritize areas of focus for initiatives and develop AND present a comprehensive plan with milestones and deliverables.

*First 90 days - **SCORECARD:*** Determine metrics and key drivers of success for the supply chain team, including but not limited to cost of materials.

*First 180 days- **MATERIAL VARIANCES:*** Make significant progress towards reducing material variances at the end of each cycle.

*First 180 days- **SUPPLIERS:*** Together with the Director of Quality, establish a Supplier Performance management and enhancement program.

*First 180 days -**NEW PRODUCTS:*** Identify strategic sourcing opportunities with new product development. Develop plan to identify, qualify and negotiate with key vendors. Negotiate during the selection process to leverage best price.

Compensation & Benefits



<i>Base Salary:</i>	\$75,000-\$80,000 depending on experience
<i>Bonus Plan:</i>	Based on individual and company performance
<i>Retirement:</i>	401K contribution; 50% on a 6% contribution
<i>Medical:</i>	Yes
<i>Life Insurance:</i>	Yes
<i>Car Allowance:</i>	Negotiable
<i>Relocation:</i>	Negotiable
<i>Vacation & Holidays:</i>	Per Policy

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WHO IS A-PLAYER SEARCH?

We are leaders in finding, securing and retaining A-Player leaders and managers for your business or organization. At three times the industry average, our guarantee reflects our rigor and competence at finding you the best talent for your business.

We approach the search for talent completely different – our view is yours – we are geared toward providing you with exquisite support and results to your search requirements. At A-Player Search our research consultants are experienced business professionals who understand the needs of hiring managers.

OUR MISSION

A-Player Search helps organizations and businesses to find the A-Players you need to build your A-Team.

OUR ETHICS

We follow strict ethical guidelines in our executive search practice. Our policy meets and exceeds the National Association of Personnel Consultants Standards of Ethical Practices. Our reputation and integrity are both key differentiators and the source of future business. We guard them both ardently.

RELATIONS WITH CANDIDATES

- We do not employ researchers who use any form of ruse as a technique to obtain prospective candidates' names.
- Applicants shall be referred to employers for interviews only on job openings for which at least verbal authority has been given by both the employer and the candidate.
- Representations made to applicants about the duties, probable length of the employment, hours and salary of prospective positions shall be in conformance with the best knowledge of the personnel consultant.
- Precaution shall be taken against referring any applicant to employers who are known to engage in illegal, immoral, or any questionable business practices.
- Information about an applicant will be used only for the purpose of finding employment for that applicant. Confidential information shall be treated accordingly.

A-Player Search ~ dedicated to recruiting and retaining A-Players for your team