

OBJECTIVE

Help **Businesses Transform** to improve Net Profit Margin, Customer insights, satisfaction and retention. Change stifling beliefs and paradigms. Sharpen focus; improve innovation, productivity and reduce cost. Help business teams achieve Culture Change and Employee transformation to improve Employee engagement, satisfaction, retention, creativity and innovation in key focus areas.

EXECUTIVE SUMMARY

- Collective experience of 37 years as a **Strategic Advisor** to Senior Management to 30+ Companies on **Competitiveness** issues. My passions are to help Companies become fiercely competitive, and to make people phenomenally successful.
- **Dream Maker** – Rejuvenate ability to dream. Facilitate and enable people to realize personal and professional dreams.
- Developed the **Strategic Plan** (2012) for the State of Hawaii with a GSP of **\$65 Billion**.
- **Organizational Transformation**: Guided two companies through the Inflection Point. Helped them restructure, reorganize and be on a trajectory of effective competitiveness and growth. Culture shifted to one of urgency, tight focus and productivity improvements. Benefits achieved were rate increase avoidance of \$150 million for 10 years offset by efficiency increases. Improved response to emergencies from 4.5 hours to 2 mins. Sharpened focus of reality, changed course, reset priorities, focused on effective execution. Re-energized employees with spirit of winning and creativity.
- **Culture Change** from traditional and stoic to progressive and performance focused. Transformed employees to have a more strategic and ownership focus. Pushed for culture of collaboration, communication, customer focus, “margin” to break the silo mentality and focus on business success. . Achieved through coaching, mentoring, confronting issues and providing solutions.
- **People Transformation**: Coached and mentored many employees from Executives to Junior Interns. Example: A Vice President promoted to Senior VP of Operations in line to be the CEO. His whole function continually exceeded financial targets and other metrics, became more focused, disciplined, and collaborative. His Leadership team was perceived as “progressive, forward thinking and go getters”. Have a knack for transforming “Problem” employees into “Star” performers.
- **Productivity and Cost Improvements**: Debottlenecked the Mining Operation to achieve gains of \$1.5 Billion NPV. Debottlenecked Mining through to Refinery to increase throughput from 130,000 to 200,000 BPD. Productivity gain of 26% in a progressive Department of a media company.
 - Competitive Advantage
 - Strategic Planning/Implementing
 - Aligning the Corporation
 - Executive Coaching/Mentoring
 - Culture Change
 - Share the new reality
 - Innovation Practices
 - Create Leaders / Stars
 - Productivity Improvement
 - Operational Excellence
 - Rallying troops.
 - Executive Retreats.

VALUE PROPOSITION

- Stay with the client to **oversee implementation** and address issues on an ongoing basis. Lock in the gains. Leave the client in a much better state. Proven success rate and ROI on my engagement.
- Impact people’s thinking and outlook. Inspire and help them achieve dreams of success.
- Help employees **unlock** their **hidden potential**. Realize gains in growth, innovation, profitability, transformation, customer insights. Adapt to the continuously evolving “new normal”.

AUTHORSHIP

Book - **Personal Competitiveness**: How to succeed in a globalized world (In publication)
 Book - **Corporate Transformation**: Reinvent or die in a global competition (In progress)

Hawaii Business Magazine: Guest columnist on Business Transformation issues starting in 2Q2013

CASE STUDIES

Organizational Transformation and Productivity Improvement

- A multibillion dollar Fortune 1000 Company was at the inflection point and not competitive. Worked with the executives and “down the line” to help **transform** the company through: correct focus, priority, higher urgency, eliminating waste, teamwork to achieve the “critical few”. Excellent results: **Culture change**, customer satisfaction, **employee engagement**, speed, quality, and **reduced cost**.
- Strategic Plans cascaded all the way down to the individual level. Sharpened focus from 10 priorities to 3. Organization became well aligned leading to a major **transformation**.
- **Transformed** Company by streamlining process from Mining through Refining and delivery via pipeline to the end customer 300 miles away. Increased throughput from 130,000 Barrels Per Day (BPD) to 200,000 BPD through Capital Projects. This project **changed** the beliefs and thinking of people, permanently transforming their **culture**. **Productivity** gains achieved were game changing.
- Eliminated bottlenecks at Syncrude Canada Ltd - a leader of oil sands development producing 15% of Canada’s energy needs. Identified opportunities to increase productivity of their production systems. NPV of gains translated to over \$1.5 Billion over a 10 year period. People’s beliefs were changed, procedures modified, employees trained and the company **transformed** to a reached a higher plateau of overall achievement.
- The President of a Newspaper targeted a **3% productivity gain**. Gain obtained upon implementation was **26%+**. Evaluated and streamlined process and reduced costs. Worked with and influenced the people to a better way. ROI on the engagement was very high.
- One Department’s annual **budget trimmed** from \$38 million to \$26 million within 3 years while increasing performance on most metrics such as: reliability, customer satisfaction, employee satisfaction, safety and environmental compliance, etc. Performance was sustained. This set a benchmark for other departments. Doubled **productivity** of a scheduled plant shutdown.

Culture Change

- **Changed Culture** from one of “assigning blame” to “**personal accountability**”, from “traditional and outdated thinking” to “**progressive**”, from “task oriented” to “**strategic**”, from “reactive” to “**proactive**”. Coached, trained and mentored people from Executives, Managers, Supervisors, line personnel to embrace change, dream about the future, believe in themselves and create pathways to success. The company became a progressive leader in the industry.
- Achieved world-class customer service, customer/employee satisfaction and retention, and accompanying high profitability. Changed **culture** by involving employees to rethink their **business, mission, customer focus and retention**. Used competitive intelligence / strategy to improve the product and service.

Employee Transformation and Retention

People coached have been promoted to higher levels and/or greater responsibility.

- A Vice President **promoted** to Senior VP of Operations in line to be the CEO.
- A Director of HR in the Silicon Valley accepted an **Executive** position with a multinational company.
- Divisional Managers, who had been bypassed a number of times for promotion, were **promoted** to more strategic Management positions. Some then started dreaming of reaching Executive levels.
- Helped **turn-around** young professionals who were high potential and high flight risks towards **promising careers** within the company.
- Relationship between Management and the Union become softer and they started to collaborate with one another. In another company, the employees decided against collective bargaining. In both companies, employees understood the importance of **making the business prosper**.

CLIENT FEEDBACK (Testimonials Available)

We have never had a single Consultant who has handled such a wide range of assignments as well as you have. The greatest endorsement I can state is that as a result of your services our company delivers a **higher quality product at a lower cost** thus offering a greater value to our customers. Thanks to your extensive work in diversified areas we have improved our profitability.

Steven Loui, CEO, Pacific Marine

I truly believe that Vino played a major part in promoting "**change**" in our organization; change that is meaningful and necessary, not just another administrative document. I have been **blessed** to have worked with Vino Mehta. He helped me develop a Strategic Plan as well as an Implementation Plan to achieve the desired results. Vino played a large part in the success of the challenges I had. The company **profited** the **customers benefitted** and the **employees have a better place to work**.

Harold Kageura, Vice President, Energy Delivery, Hawaiian Electric.

"I have worked closely with Mr. Vino Mehta to develop the Strategic Plan for the State of Hawaii. He is a true professional, very dedicated and conscientious in his work. He goes beyond merely accomplishing his tasks – he puts extra thought into his deliverables to add value and make his work special. He is able to see things from a **variety of perspectives** which helps to gain understanding and acceptance from our target audience".

Nick Harrigan, Senior Program Manager, Office of the CIO, State of Hawaii.

"Your recommendations have begun to pay dividends. We went from an average piece per hour productivity level of 1425 to 1800 pieces per hour. That is more than a **26% productivity improvement**. That's not the only good part. The staff and supervisors you worked with enjoyed the experience and had a valuable learning experience. Thank you for bringing **new perspectives** to our operation and motivating our managers to think in terms of **continuous improvement**.

Bill Bogert, Vice President Production, Hawaii Newspaper Agency

He played a key role in the restructuring and consolidation of the operating departments. He was instrumental in bringing about **meaningful change**, working with Management teams, Line Supervisors and union personnel if necessary. We found him to be insightful, analytical, flexible yet persistent. He coached and helped Managers successfully lead their organizations through numerous changes."

Tom Joaquin, Senior Vice President-Operations, Hawaiian Electric

Thanks so much for the wonderful job you did at our convention [as the Keynote Speaker] in Orlando! I think you could tell by the audience you had plus the way you were very well received just how much they thought of you and your program.

Bill Overton, President, Electrical Apparatus Service Association

The executive retreat you structured and facilitated was exceptional. I was especially impressed by your ability to help us understand new concepts, work more cohesively toward mutual goals, and buy into a shared vision. All members of our **board and management staff** have given high marks and high praise to your work with us.

Peter Leong, President/CEO, Hawaii State Federal Credit Union

LIST OF CLIENTS



- Pacific Marine
- Hawaii Newspaper Agency
- Hawaii State FCU Board of Directors
- eMarketing Solutions, Menlo Park, CA
- HSI Electric
- HSI Ship Repair
- Island Navigation
- Royal Hawaiian Cruises
- M.G. Electric, Miami, Florida
- Seabird Cruises, Maui

Hawaiian Electric Company

(a \$2 Billion Utility) from 1995 to 2011.

- **Energy Delivery**
 - System Operations
 - Engineering
 - Construction and Maintenance
 - Materials Management
 - Support Services
 - Asset Management
- **Power Supply**
 - Operations and Maintenance
 - Production
 - Environmental
- **Corporate**
 - Organization Development
 - Strategic Initiatives
 - Customer Installations

PROFESSIONAL AND EMPLOYMENT HISTORY

CEO of Vino Mehta and Associates, Inc., USA

1992 - Present

Provide Management Consulting services to clients in Hawaii and in Mainland USA to improve profitability, competitiveness, customer insights and focus, leading organizational transformational efforts, etc.

Director of Industrial Engineering, Syncrude Canada Ltd., Canada

1978 - 1992

An operating company in the Oil Sands, with 7000 employees, replacement value of \$35 billion, a joint Consortium of multiple investment partners. The finished product was oil and it met 15% of Canada's energy needs in 1992.

Industrial Engineer in the Manufacturing Sector, Canada

1974 - 1977