Project Documents
Ka Kei Lee

📁 Project 1: Nelson Miller Group - Operational Cost Saving

Company: Nelson Miller Group
Duration: Jan 1st, 2023 – Dec 31st, 2023
Location: City of Industry, California, USA
Role: Sourcing Development Manager

Overview:
Led cross- functional team and stakeholders to achieve over **USD$550k cost reduction** in 2023 through supplier negotiations and operational efficiency.

Objectives:
- Drive company-wide cost reductions
- Improve supplier payment terms
- Enhance overall sourcing strategy

Key Responsibilities:
- Analyzed 2022 supply chain spent data
- Identify top-spend vendors and prioritized negotiation targets
- Developed and executed negotiation plans, including:
  - Discount strategies (direct and early payment)
  - Extended payment terms
  - Lead time reduction
- Communicate improvement plan with cross-functional teams

Tools / Methods Used:
- Excel (Pivot Tables, VLOOKUP, data sorting)
- Supplier Scorecards and performance data
- Win-Win negotiation methodology
- PMP framework (schedule planning, communication & risk management)

Results / Achievements:
- Delivered over **USD$550k** in cost savings
- Successfully negotiated extended payment terms with multiple vendors:
  - Net 30 to Net 60
  - Net 30 to Net 45
  - Net 60 to Net 90
- Improved profit margins by changing shipping methods for repeat projects

Lessons Learned:
- A Win-Win negotiation strategy is critical to long-term supplier relationships.
- Data analysis provides clear visibility into cost-saving opportunities

Project Documents
Ka Kei Lee

Stakeholder Management:

- Approved Vendors
- Asia Team
- Supply Chain Procurement team & Logistic team
- Sr. Management team
- Operational team
- Finance team
- I.T. team

📁 Project 2: Products transfer in 2018

Company: Nelson-Miller Inc.
Duration: Jan 1st, 2018 to Jun 30th, 2019
Location: Los Angeles, California USA
Role: Technical Sourcing

Overview:
Led cross-functional team initiative to transfer over **150 in-house production items** to qualified offshore suppliers, ensuring uninterrupted customer deliveries and maintaining quality and on-time performance.

Objectives:

- Seamlessly transfer 150+ SKUs to offshore vendors
- Maintain production capacity, quality standards, and delivery schedules
- Ensure clear communication and alignment across global teams

Key Responsibilities:

- Review the products transfer list and sourced appropriate offshore partners
- Collaborated with cross-functional team to manage:
    - Project updates and approvals including:
        - Engineering team (technical drawing reviews and approvals)
        - Customer success team (customer validation)
    - Process adjustments, including:
        - Procurement team (vendor setup and sourcing)
        - Logistics/Operational team (shipping routing planning, tooling transfer)
        - Quote/Estimate team (cost validation)
        - IT department (ERP mass updates)
        - Quality team (vendor process and documentation validation)
        - Asia team (operational readiness and coordination)

Tools / Method Used:

- PMP framework (schedule, cost, communication, and risk management)

Project Documents
Ka Kei Lee

- Supplier evaluation, audits and qualification tools
- Excel for data analysis & schedule tracking

Results / Achievements:

- Successfully transfer **147 projects** to offshore suppliers with no major disruptions
- Offshore vendors consistently met order requirements after a 12-month observation period

Lessons Learned:

- Some raw materials were unavailable in Asia, collaborated with engineering team and customer to identify substitutes
- Effective communication was essential to success:
    - Confirmed customer approval and requalification requirements
    - Addressed tooling compatibility issues (retooling when necessary)
    - Managed lead time impacts through proactive customer communication

Stakeholder Management:

- Approved Vendors
- Asia Team
- Supply Chain & Logistic team
- Senior Management
- Operational team
- Engineering team
- Quoting/Estimating team
- IT Department

📁 Project 3: Repair of Defective Products from factory

Company: Sceptre Inc.
Duration: Oct 2015 to Dec 2015
Location: City of Industry, California USA
Role: Product Engineer

Overview:
Led a cross-functional response effort to repair a full container of defective products received from an offshore factory. The project was time sensitive due to the company's holiday shipment deadline.

Objectives:

- Repair and test over **500+ units** (48-foot container) within 2 weeks
- Ensure repaired units met quality and functional requirements before shipment

Key Responsibilities:

Project Documents
Ka Kei Lee

- Create a project plan & coordinate with all relevant departments
- Worked with offshore factory to:
    - Identify shipment and lot numbers
    - Diagnose issues (e.g., software update, switching power cord from 2-prong to 3-prong)
    - Conduct root cause analysis and provide 8D report
- Collaborated with internal teams:
    - Engineering: Validate factory solution and develop SOP for in-house rework
    - Logistics/Operational: Set up rework production line and acquire necessary resources
    - Quality: Manage RMA, review 8D report, conduct outgoing QC
    - Accounting: Process credit memos and rework cost
- Communicate the project status and updates with all stakeholders

Tools / Methods Used:

- Excel-based project planning
- PMP principles: work breakdown structure, cost estimation, scheduling, quality & risk management
- SOP documentation for rework process

Results / Achievements:

- Completed repairs in 1 week, ahead of the 2-week target
- Established a corrective action process that prevented repeat issues during the remainder of employment
- Strengthened collaboration and accountability among cross-functional and offshore teams

Lesson Learned:

- **Quality must always come before speed** – on-time delivery is important, but not at the expense of product integrity.
- Clear planning and team communication are crucial to meeting aggressive deadlines and avoiding future quality issues.

Stakeholder Management:

- Offshore Vendors
- Asia Team
- Logistics/Operations team
- Senior Management
- Engineering Team
- Quality Assurance
- Accounting Team