

PROFILE

Mike Keator

GENERAL MANAGER, SEPARABLES SBU

The following interview was conducted recently with Mike Keator, general manager of the Separables Strategic Business Unit (SBU). Keator began his career with Dresser Industries in 1974 after receiving a B.S. degree in marketing from Clarion University. Since then he's held roles of increasing responsibility which include sales, operations, marketing, information technology, business development, and global development of enhanced relationships / alliances for Dresser-Rand's Global Business Solutions team. Keator was appointed general manager, Separables SBU in 2006 at which time he assumed responsibility for managing the growth and operational excellence initiatives for Dresser-Rand's gas field compressor (GFC) / separable product line. His professional experience, including the successful development of client alliances, has been advantageous in supporting the growth and success of Dresser-Rand's GFC/separables SBU.

INSIGHTS: How did your previous experience with the Business Solutions Team help you build the Separables SBU to what it is today?

MK: My time with the Business Solutions team was invaluable. In particular, because I learned how to better understand our markets and our clients. My time with the team was also instrumental in developing and implementing many of the SBU's processes we have in place today. In the early days of Business Solutions, we spent a large amount of time on procedures and processes in order to create a roadmap to duplicate our successes. We learned to "roll up our sleeves" and really understand our clients' business drivers. One of the SBU's main goals—and one that we adopted from my experience with the Business Solutions team—is that we make our clients more competitive in their markets.

INSIGHTS: We've heard quite a bit about "D-R SIZE." What is it and how is it helping Dresser-Rand clients?

MK: D-R SIZE is a compressor sizing program created specifically for our GFC/separable products. We've made major improvements in the program as a result of feedback we've received from our packagers. The latest version of D-R SIZE (4.0) was released in the spring of 2007; it offers several new features, including a

menu-driven program that allows users to generate pricing and complete order pages from a given compressor sizing and accessory selection. It also includes data to size our new HOSS compressor models and the intermediate-size cylinders for the HOS and HOSS units.

Most clients—our authorized packagers and our end users—who have used D-R SIZE find the program very user friendly. They like it because they can use it for pricing and obtain technical data. We made it a point to fine-tune this version based on continuous feedback from "voice of the client" sessions and "Lunch and Learn" sessions.

INSIGHTS: "Lunch & Learn" sounds like an interesting concept. Can you tell us a little more about these sessions?

MK: Lunch and Learn (L&L) sessions—and similar training sessions—are set up by Dresser-Rand's project development managers (PDMs) for authorized packagers, end users, and engineering procurement contractors (EPCs). L&Ls are catered events—yes, lunch is really included!—and attendees voluntarily sign up. Each session provides a forum for Dresser-Rand and its clients to discuss prod-



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ucts, compressor sizing tools, and our worldwide aftermarket support. They also afford us opportunities to discuss D-R's current lead times and new engineering technologies. Each presentation is modified to meet the needs of the individual audience. Perhaps most important, these sessions help us better understand the needs of our clients.

We now hold special L&Ls with our parts distributors so that we can improve our turnaround time.

INSIGHTS: We understand that Painted Post Operations in New York has three Focus Factories—one of them being for GFC/ Separables products. Can you explain specifically what a Focus Factory is and how it has benefited your SBU?

MK: The Focus Factory initiative is a major reconstruction of our order fulfillment operation to drive our business focus deeper through the organization. It provides the entire operation with a common focus, schedule, and priority for order fulfillment and, along with Process Innovation, acts as a catalyst, creating significant, ongoing productivity improvements—in this case for our separables products.

The Supply Chain Management (SCM) organization and the director of operations in Painted Post have been very supportive. We've received a lot of support and assistance from the value analysis/value engineering (VA/VE) team. VA/VE is an important tool being used by D-R to improve quality and reduce cost by focusing on the functions a product or process performs for the client. It's driven by SCM, and typically begins at the engineering or manufacturing stage. When a supplier (or suppliers) becomes responsible for a component such as a compressor cylinder casting, shaft forging, or fabrication, there is collaboration between D-R and the supplier to reduce costs—without compromising the quality or the integrity of the final product.

The VA/VE process encourages the supplier to recommend modifications such as a change in material specifications, make design and process changes, or substitute parts. Similarly, D-R also makes recommendations to suppliers; the result usually benefits all parties.

INSIGHTS: What are some of your most rewarding experiences with the Separables SBU?

MK: The best part of this position so far has been watching the positive transformation in

the Separables team. I work with an extremely talented group of people who take great pride in their work and in the success of our SBU. The changes I've seen during my time as manager of this group have been profound and personally rewarding. Each member truly feels that he or she can play a significant role in accomplishing profitable growth for Dresser-Rand by working closely with clients to meet their needs, and by achieving revenue objectives in support of the company's strategic business plan.

One specific example—While traveling in Europe, I stopped at one of our packager's facilities in Zoetermeer, The Netherlands. After dinner, the packager presented me with our SBU's first HOSS compressor order. The best moment was not the actual receipt of the order, but the pride and excitement exhibited by the packager's representatives who are working to support our SBU and Dresser-Rand. Those are the moments that make this job rewarding.

GFC / Separable SBU personnel—located in Painted Post, NY USA, Tulsa, OK USA, and Houston, TX USA—report to Keator. He lives in Houston with his wife, Lynn. They have four grown children. ■