



CUSTOMER CONNECT

Quarter 1, 2025

Crossover Solutions



Dear Valued Clients,

As we usher in 2025, we extend our heartfelt wishes for a year filled with success and growth. At Crossover Solutions (XO), we are committed to being your steadfast partner, adeptly navigating the complexities and opportunities that lie ahead. Our mission is to empower your organization to thrive in an ever-evolving landscape.

Our team comprises extraordinarily talented associates who distinguish themselves through a hands-on, results-driven approach. With sleeves rolled up, they tackle challenges head-on, working collaboratively to deliver innovative solutions tailored to your unique needs. This unwavering dedication to excellence sets us apart and ensures that we are not just consultants but integral contributors to your success.

In today's dynamic environment, seizing opportunities and overcoming obstacles require agility, insight, and a proactive mindset. Our associates bring a wealth of experience across various industries, including automotive, pharmaceuticals, consumer goods, and national security. This diverse expertise enables us to provide comprehensive support, from complete business transformations to operational turnarounds and performance improvements.

We understand that each organization faces its own set of challenges. Our approach is to immerse ourselves in your operations, understand your objectives, and collaborate closely to develop strategies that drive sustainable growth. Whether it's enhancing supply chain resilience, implementing advanced technologies, or optimizing processes, we are here to guide you every step of the way.

As we embark on this new year together, we reaffirm our commitment to your success. Let's embrace the challenges and opportunities of 2025 with confidence and determination. Together, we can achieve remarkable outcomes and build a future that reflects our shared aspirations.

Michael Forhan,
President

IN THIS NEWSLETTER

MESSAGE FROM THE
PRESIDENT

WHY CHOOSE US?

CASE STUDIES

KEY UPDATES

SIMPLE STRATEGIES

DYNAMIC LEARNING
WORKSHOP

EVENTS



Crossover Solutions

WHY CHOOSE US?

- **Execution-Focused, Not Just Advisory** – We deliver real, measurable improvements, not just reports.
- **End-to-End Optimization** – Aligning factory operations, supply chain agility, and logistics flow to create seamless integration.
- **Global Reach** – A growing team of over 1,200+ associates, from operational specialists to industry leaders, executing high-impact solutions across industries and regions.
- **Data-Driven Insights** – Leveraging digital twin and advanced analytics to optimize decision-making.
- **Cross-Industry Expertise** – Applying proven methodologies across multiple sectors to deliver tailored, high-impact solutions.
- **Rapid ROI & Scalable Implementation** – Achieve efficiency gains and cost savings within weeks.

INDUSTRIES SERVED:

- Automotive
- Defense & Aerospace
- Food & Beverage
- Consumer Goods
- Building Products
- Financial Institutions
- Pulp & Paper
- Pharmaceutical
- Medical Device

OUR SERVICES:

- ☒ Engineering Services
- ☒ Technical Problem Solving
- ☒ Complete Business Transformation
- ☒ Management and Leadership Support
- ☒ Operational Turnaround / Performance Improvement
- ☒ Skilled Trades

OUR PROCESS:

Stabilize. Analyze. Reposition. Strengthen. Sustain.

We execute by “rolling our sleeves up” and getting the job done!

Case Studies



Interior Systems- IP/Door, Molding & Assembly

Background

An established Injection Mold Manufacturer sublet manufacturing space to JV Partner

- New Management Team
- New People, Process, Technology
- Late to Launch

Critical Business Issues

- 6 months behind launch curve
- Struggling with implementing New Tech into manufacturing
- Poor Product Flow
- Unable to hit cycle time requirements
- Poor Quality

Solution

OEM requested an Operational Assessment that crafted a way forward.

- Fostered transparency between Tier 1 and OEM
- Established tactical way forward – daily deliverables
- Provided technical and operations support to productionize the tech and train the workforce
- Coach and mentored leadership
- Established guidelines for Op-Ex
- Implemented cross-functional standard work

Result

Created working culture between OEM and Tier 1 that focused on results

- Stabilized Processes
- Implemented Quality Systems and Metrics
- Implemented Shop Floor Data Collection
- Implemented QRQC, effective countermeasures and trained employees

First 45 Days –

- All PPAPs Complete
- All Run at Rate Complete

* This included Redesigned Process Flow Across 7 Product Lines

Commercial products - Shelving Systems

Background

Multi-Site manufacturer and distributor of Commercial Grade Shelving and Cabinets

Client lost 75% of Supply Chain team, including their director

Key Business Issues

- Understaffed supply chain team
- 80% of purchased goods from overseas
- No MRP utilization within current ERP system
- Excess inventory
- Minimal domestic materials available
- Constrained components supply
- Strained supplier relationships
- Customer In-Stock levels declining
- Poor production planning
- Upcoming product launch

Solution

Inserted leadership and technology experts to work through operational challenges

- Management resources
- Tooling resources
- Operations resources
- Maintenance resources
- Quality resources
- Materials resources
- HR Support

Worked to stabilize the throughput and quality performance of the facility, constructing glide paths and workstreams, integrating the teams cross-functionally.

Coached leadership to set up more effective methods to operate the facility

Result

In 18 weeks

- Hired and trained Supply Chain team
 - Improved forecasting and planning, driving inventory down and in-stock materials to manageable levels
 - Participated in vetting of ERP sources, resulting in selection and on-time kick-off
 - Right-sized inventory by location, enabling improvements in production – reducing waiting on material downtime
 - Developed current suppliers – built back damaged relationships
 - Implemented key indicators for forecasting accuracy and transit times
 - Created alternate logistics paths for inbound products from Asia
 - Implemented dispute resolution process for freight and logistics
 - New product tooling lead time reduced from 28 weeks to 10 weeks
 - \$32Million reduction in underperforming inventory
 - 75% improvement in inbound shipping accuracy
 - Reduced shipping lead times by 30 days
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Key Updates

Mexico

XO Mexico has built a team of over 190 consultants, each with an average of 25 years of experience across all areas of manufacturing. We've successfully resolved urgent customer challenges in machining, casting, injection molding, automated assembly, stamping, coating, and MP&L. Our work has saved clients millions of dollars—for example, one major automotive OEM called XO's rapid response "an industry benchmark." We've also led rapid operational turnarounds, restructuring overheads while improving customer service and restoring profitability. As we look ahead, XO Mexico is ready to help our customers make 2025 their best year yet.

Steven Bowler
Managing Director, Mexico Operations

Asia-Pacific

In Saudi Arabia, we've made remarkable progress in supplier development initiatives, laying the groundwork for stronger partnerships with key clients. Meanwhile, in Thailand, we've expanded our footprint through new cooperative agreements focused on sales lead generation, creating opportunities in the electronics and consumer electronics sectors. Additionally, our entities and financial reporting systems are now fully integrated with the rest of the company, a key step in aligning our operations globally. These achievements reflect the momentum we're building as we continue to grow and strengthen our global presence.

Roger Looney, Partner, Asia/GCC
Operations & EV Practice

National Security

XO's National Security division is on the cusp of closing a number of contracts supporting the U.S. Defense Industrial Base. Leaders in the Defense Department as well as the U.S. Defense Industrial Base recognize how Crossover's talented bench of manufacturing experts can help improve the performance of manufacturers in the defense sector. Projects will cover a broad range - from our core competency of deploying XO's teams to assess and help underperforming suppliers to a more strategic level of applying world-class manufacturing best practices to the defense suppliers.

Michael Gilday- Admiral. U.S. Navy (Retired)
CEO, XO-NS



Engineering Services

At Crossover, we're excited to introduce our expanded engineering services, providing end-to-end operational and supply chain solutions. we specialize in:



Lean Operations



Process Planning



Supply Chain Management



Digital Transformation & Prescriptive Modeling

These services are designed to help you achieve operational efficiency, cost reduction, and sustainable growth

Simple Strategies: A Model-Based Guide to Solving Complex Problems By John Allen.

Are you ready to solve complex technical and manufacturing challenges with confidence and precision?

When machines fail, the pressure to deliver a quick fix is intense. But what if the real breakthrough isn't about speed—it's *about strategy*?

In this game-changing guide, developed over 30 years of consulting with top manufacturing companies worldwide, you'll learn the Simple Strategies to master technical problem-solving. Whether you're leading a team through cutting-edge challenges or tackling tough problems solo, this book will transform how you approach problems and see with fresh eyes.

Through **Dynamic Learning** and effective strategies, you'll master the art of characterizing System Behavior—a skill that lets you cut through the noise, identify the real cause, and implement clear, effective solutions. This isn't about theory; it's about practical, real-world tools you can put to work immediately.

Simple Strategies delivers an efficient, effective, and surprisingly fun approach to solving even the most complex technical problems. Get ready to boost your confidence, sharpen your skills, and become the go-to problem-solver in your organization. The path to real solutions starts here!

John Allen, a renowned troubleshooter, has spent 50 years solving complex manufacturing and product performance challenges for Fortune 500 companies and small businesses alike. As a founding member of Shainin LLC and co-creator of The New Science of Fixing Things, John's expertise has shaped innovative problem-solving strategies worldwide.

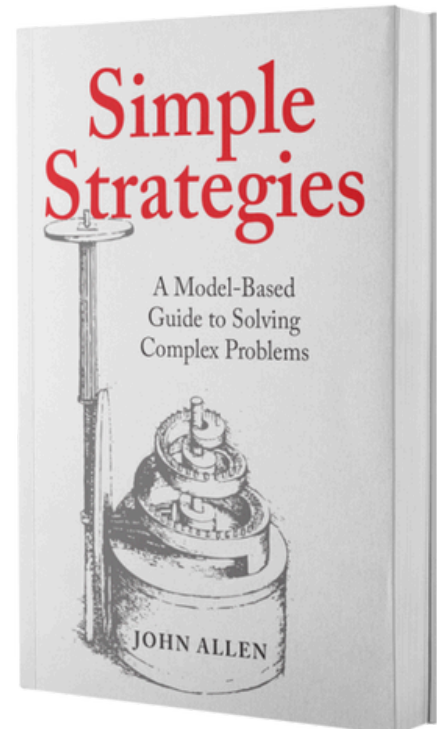
Available on [Amazon](#) and [Barnes & Nobles](#).

"A must-read to enable quick problem solving in the most pragmatic manner in industries. Forget half of what you learned on problem solving so far, and you will speed up by a factor of 10."

-DR. GUNTRAM HAAS, Global Operations Director at MAHLE

"John Allen is an exceptional problem solver who has solved some of the toughest problems. In his new book, he has taken problem solving to the next level with a model-based approach. For any technical problem solver, reading, learning and applying the concepts in this book will be extremely helpful."

-KUSH SHAH, CEO, Global Organizational Excellence Solutions, Six Sigma MBB, DFSS MBB, Shainin Red X Master



XO Dynamic Learning™ Workshop: A Powerful Model for Problem-Solving



No Technical Problem is Too Difficult. Difficulty Comes Only From the Way You Look at Them.

- Relying too heavily on 'data-driven' methods can slow down the analysis process, making it cumbersome and less effective.
- The right characterization of system behavior makes diagnosis fast and straightforward.
- **XO Dynamic Learning™** is simple and open source. No need for certification, weeks of training and long reports, it delivers immediate results.

Who Should Attend:

- Manufacturing Leaders
- Production Managers
- Process Engineers
- Quality Control Professionals
- R&D Professionals

2-Day XO Dynamic Learning™ Workshop: Unveiling System Behavior

Don't just learn - Experience!

Experience how to transform simple data into meaningful information, leading to powerful insights and knowledge.

Hosted by **John Allen**, **David Hartshorne** and **Tobias Mack**, our immersive format combines theory with real-world application, ensuring you leave with practical solutions for your manufacturing challenges. By the end of the course you will be able to:

- **Contrast** traditional tool-based problem-solving approaches and **XO Dynamic Learning™ Model**.
- **Distinguish** between **knowledge, data, and information** emphasizing their role in problem-solving and system characterization.
- **Describe** the elements of **Effective Characterization of System Behaviour**.
- **Explain and apply** **XO Dynamic Learning™ Model**.
- **Identify and interpret** what is happening in **various case examples** using **XO Dynamic Learning™ Model**.



Livonia, MI:

April 23rd & 24th, 2025



Munich, Germany:

May 20th & 21st, 2025



Bursa, Turkey:

May 28th & 29th, 2025

Contact us at Info@Xosol.com for more information!

XOsol.com

Crossover Solutions: Inspiring The Leaders of Tomorrow

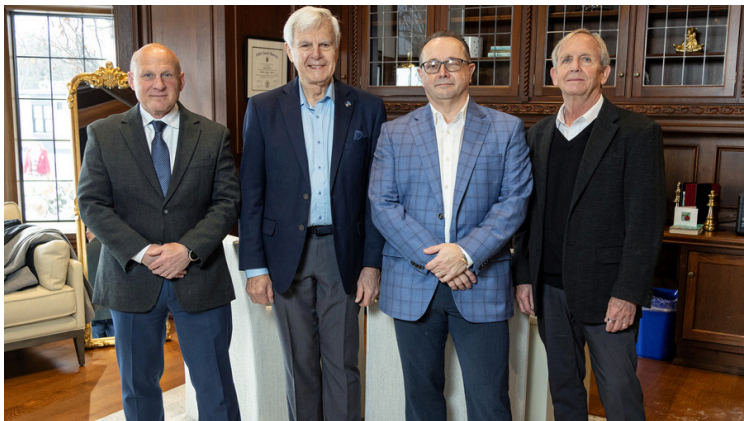


On January 20, 2025, our CEO of Crossover Solutions National Security, Ret. Admiral Mike Gilday, along with two esteemed board members, Ret. Admirals Bill Owens and Eric Olson, addressed students at two of Canada's most prestigious private schools—St. Anne's School and St. Andrew's College. It was an inspiring day filled with thought-provoking discussions and valuable insights aimed at empowering the next generation of leaders.

Throughout the day, the retired admirals engaged with students and participated in a panel discussion, sharing key lessons on leadership, problem-solving, and the importance of fostering shared values and diversity. Some of the inspiring takeaways included Admiral Gilday's story that encouraged the students to not be afraid of failure as it's a natural part of growth: "Own that failure and learn from it—then move forward." Admiral Owens discussed how the world needs leaders who care, collaborate, and act with integrity—who work together to create a better and more hopeful future, and how each of us can make a difference. They also agreed that every person, regardless of title or experience, has the power to make meaningful decisions that create positive change. Admiral Olson pointed out that leadership isn't defined by rank—it's defined by courage, integrity, and the willingness to step up when it matters most.

These discussions aimed to encourage young minds to think critically, take initiative, and embrace the power of collaboration. The admirals emphasized how these qualities are essential for driving meaningful change in today's ever-evolving world. We are grateful to both schools for their warm welcome and the opportunity to inspire students to take a stand, lead with purpose, and contribute to shaping a better future for all. By equipping the leaders of tomorrow with these tools, we hope to spark a commitment to positive action and social responsibility.

Our thanks go to St. Anne's School and St. Andrew's College for their role in nurturing the leaders of tomorrow. We look forward to seeing the impactful contributions these students will make in the years to come.



Upcoming Events:

Technology & National Security Conference

The fourth annual **Technology and National Security Conference** unites students, DOD officials, industry leaders, and venture capitalists to foster collaboration, challenge conventional thinking, and drive innovation in addressing complex security challenges.

This year's theme, "**Adapting in a New Era of National Security**," underscores the urgency of responding to rapid geopolitical shifts and technological advancements. From the conflict in Ukraine to rising tensions in the Middle East and China's growing influence, the global security landscape demands adaptation across battlefields, the defense industrial base, and public and private sectors. Progress has been made, but much work remains. Together, we must rise to the challenge.



Michael Gilday- Admiral. U.S. Navy (Retired)
CEO, XO National Security



Harvard Business School



April 4-5, 2025

2-Day XO Dynamic LearningTM Workshop



Livonia, MI



April 23-24, 2025



Munich, Germany



April 20-21, 2025



Bursa, Turkey



May 28-29, 2025

Thank you for reading!
