



**PACTIV**  
Advanced Packaging Solutions

Pactiv Corporation  
3000 Pegasus Drive  
Temple, TX 76501

Subject: **Letter of Recommendation**

Date: 19 Jun 2007

Adil Dalal first visited our facility in March, 2007 as part of a team conducting an on-site assessment of our progress with implementing Lean Manufacturing. Our interactions with him during this assessment were very favorable as he exhibited a level of competence and experience that demonstrated he knew his “stuff.”

Adil has shown himself to be a very effective Lean process mentor and facilitator, who is well versed in the principles of Lean, Visual Management, Kaizen, and the tools needed to support and implement Lean processes. Adil demonstrated skills as both a patient but demanding facilitator who steered the teams toward the pursuit and attainment of aggressive improvement goals. Adil is very cognizant of the facility's in-place culture, and adjusts his style to best work within it to meet event objectives. Adil used his varied experiences with other organizations and improvement efforts to provide excellent real-world examples of improvement successes, both large and small, which enhanced our team's ability to see potential solutions to our own problems and wastes, and see beyond potential barriers.

We highly recommend that if you are considering working with Adil to assist with your Lean transformation, you take the opportunity to do so. He will be a valuable asset to your organization in this role.

Reggie Goldsmith,  
Temple PS Plant Manager