

Christopher John Crowley

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Director of Continuous Improvement and Operational Excellence

BS (Industrial Engineering), Award-Winning, **Director of Continuous Improvement**, with more than 27 years of operational leadership experience designing and deploying breakthrough strategies in field service operations, distribution, manufacturing, supply chain, and customer service. The ability to change a culture that inspires employees to deliver exceptional results through innovation, establishes a genuine commitment to continuous improvement, and exceeds performance metric targets that consistently convert organizational intent into operational excellence for companies such as: **Harlan Bakeries, Restaurant Technologies Incorporated (RTI)** and **AMSTAR**.

Areas of Expertise

- Change Leadership & Management
- Management Operating Systems Development
- Installing Resource Allocation & Optimization
- Business Analysis/KPI Metrics Management
- Multiple Project Management
- Distribution & Operational Analysis
- Lean Enterprise Transformation
- Effective multi-facility operations optimization and execution

Career Highlights

- Recipient of the following awards and achievements: 2010 RTI 'Employee of the Year'; RTI 'President's Club Award' winner (for outstanding performance); 2010, 2011; 2013 Harlan Bakeries '2013 Achievement Award' winner'; key leader of a project team (as a consultant) that identified over \$40 million in production operations savings over a 2 year period for ADESA Automobile Auctions, lead the MOS development team, lead one of three installation teams of 62 auctions in the U.S. and Canada.
- Served as a key contributor of a cross-functional team that rolled out a Management Operating System (MOS), modeled after the Toyota Production System (TPS) that accomplished the following 2 items: 1) Established a company culture change through operational excellence; and 2) Within **12** months of rollout, RTI attained more than **\$5 million** in additional cost savings due to efficiency and productivity gains.

What Others Say

"I had the privilege of working with Chris for 4 years at RTI. Chris is a Lean expert and excels at leading teams through Lean transformations in many industries and across all disciplines. While at RTI, Chris led every facet of the Lean transformation in operations. Thanks in large part to Chris' vision; the company saw significant cost savings, customer experience improvements, and growth within the first 12 months of the DRIVE initiative. Chris is passionate about Change Management and has the innate ability to lead through influence across all departments, which truly is one of Chris' greatest strengths. He develops deep and lasting relationships that foster trust at all levels which endure well past any operational engagements. I'm proud to call Chris 'friend' and recommend him with no reservations for any continuous improvement leadership role."

...Leanne Branham, VP Operations at RTI

Key Areas of Competency

- MOS, LEAN Six Sigma Disciplines
- Quantitative & Qualitative Analysis
- Supporting Multiple Business Locations
- Facilitating Inter-Departmental Cooperation
- Utilizing Benchmark & Best Practices Techniques
- Diplomatic Change Agent for Productivity Improvements
- Ability to Coach, Mentor, & Motivate Others
- Conflict Resolution/Root Cause Analysis
- Formal Presentation Skills
- High Standards of Ethics & Integrity

Professional Experience & Accomplishments

Harlan Bakeries, LLC, Indianapolis, Indiana ▼ 2012 to March 2016

Director of Continuous Improvement – Tasked with developing and installing a Change Management initiative to instill a culture of Continuous Improvement throughout all 7 Harlan Facilities. Responsible for the development, optimization, and change leadership of all 3 Operations in the Indianapolis Area. Full P&L and budgeting responsibility.

- Developed the Harlan Performance System (HPS) that is currently being utilized today as the foundation for the “6 Pillars of Excellence”.
- Expanded the optimization process in Maintenance, Sanitation, and Quality Assurance Q3 and Q4 in 2015.
- Recruiting Continuous Improvement Engineers for the other U.S. facilities in Arkansas, Colorado, and Wisconsin. Scheduled to begin installing the HPS throughout the U.S. facilities in 2015.

Restaurant Technologies Incorporated (RTI), Mendota Heights, Minnesota ▼ 2009 to 2012

Director of Operational Excellence – Hired to lead the Operational Excellence initiative and solidify sustainability. I continued being the Change Agent throughout RTI by developing a value stream within Supply Chain, improving business processes in all departments, and adding value within the organization.

- Maintaining the Management Operating System in all 36 depots by building continuity and stability to the culture change.
- Key contributor to the Corporate Repair, Oil Inventory Setup and Process, and Parts Inventory Setup, and Process Balanced Score Card initiatives. Lead the initiative to create the new Sales Process from Customer to Contract to Installation.
- Accomplishments – 2010 EBITDA was 119%, 2011 EBITDA was 109%., added on 8 new depots during tenure.

Synergetics Incorporated, Portsmouth, New Hampshire ▼ 2007 to 2009

Project Manager – Responsibilities were leading teams whose main goal was to unlock a company’s ability to grow, build bottom line profitability, and establish the path needed for long-term growth.

- Restaurant Technologies Incorporated – lead the project team that identified over \$4 million in production operating savings with an ROI of a little over a year. Leader of the MOS development team for the Model Depot.
- Stuart Dean Company - developed the MOS and led the team that installed the first 10 highest revenue detail shops to maximize EBITDA.
- ADESA Automobile Auctions - key contributor of the project team that identified over \$40 million in production operations savings over a 2 year period, lead one of installation teams of 62 auctions in the U.S. and Canada.

AMSTAR, LLC, Fort Wayne, Indiana ▼ 2005 to 2007

Plant Manager – Start-up facility. Responsibilities included all front-of-house operations, as well as scheduling of employees, purchasing, and maintaining inventory levels. Resolved customer conflicts by applying diplomacy and assertiveness to reach mutually beneficial results.

- Worked with the Program and Quality Management from GM and AM General to ensure production and quality standards were in compliance with GM guidelines.
- Lead the QS9000, TS16949, and ISO 14001 certification process.
- Developed the Value Stream (Supply Chain) of OEM parts coming in for assembly and the distribution of these materials to GMSPO and Aftermarket Sales.

Academic Credentials and Certifications

Worked on Bachelor of Science, Computer Science, Auburn University, Auburn, Alabama
Bachelor of Science, Industrial Engineering, Purdue University, West Lafayette, Indiana

Lean Six Sigma Training and Certification (Black Belt), ProSource Professional Certifications, May 2016
Six Sigma Training and Certification (Green Belt), Kaplan University, May 2007
Toyota Production System Certification, EMS Consulting Group, July 2000