# Summary of Skills

* 10+ Years experience in both customer and plant facing roles in business development, program management, and leading product launch teams.
* 10+ Years experience in Tier I and II automotive and heavy truck industries.
* 15+ Years experience in budgeting and forecasting (strong business acumen).
* 15+ Years of developing, deploying, standardized systems in lean and six-sigma.
* 15+ Years director experience in managing cost improvement systems. Analyzing annual operating plans and P&L to reduce cost of goods. (P&L responsible with performance goals)
* 10 Years experience in Technical Sales / Business Development. Initial contact, technical sales presentations, customer site visits, marketing materials, trade shows, etc. Automotive, Industrial, and Heavy truck.
* 15+ Years experience collaborating on projects at corporate level with site level General Managers, Sales, Engineers, and Accounting to manage projects or action plans to obtain goals in safety, cost, quality, and delivery, and growth.
* Created annual benchmarking studies vs. peer group of companies in areas of P&L and operational excellence to help drive annual budgeting process.
* 10+ Years experience in plastics (Composite and Injection Mold) both from a manufacturing and supply chain role (Vendor Management).
* 10+ Years experience in preparing and managing capital budgets at the corporate level.
* Created and deployed technical roadmap process to align or improve manufacturing technology and processes with market demand and competition capabilities.
* Worked on projects at two companies to standardize bid/quote process to ensure proper facilities were quoting product and all facilities used the same financial model.
* 7+ Years experience working as a manufacturing engineer with specialty in manufacturing technology (Robotics / Plcs) and paint / conveyance systems.
* 10+ Years deploying and balanced scorecard systems.
* Expert traveller: Normal travel up to 80%. TSA Pre and Global Entry approved.
* Certified Lean Master, MBB Six Sigma, and BB Lean Sigma from Universities including: Indiana and Wisconsin as well as organizations, which include Caterpillar and Citation.
* Trained and practiced Lean tools such as: TPM, SMED, Machine Balance, Operator Balance, KanBan, Standard Work, Kaizen, Gemba Walks, OEE as a metric, Load Leveling, Forecasting, etc.
* Highly skilled with software including: EVSM (Value Stream Mapping Software), Microsoft Excel, Microsoft Project, Microsoft Visio, Mini-Tab, Auto-cad, Robotics, Solid-Works, Allen Bradley PLC’s, Microsoft Developmental Studio, Adobe Photoshop, and more.

# Additional Skills – Commercial Director

* Citation and Busche
  + Position: Leader of business capture / advanced manufacturing team and launch group consisting of the following (matrix type organization):
    - Inside Sales Rep/Lead – Bidding and Quoting responsibility
    - Quality Manager – Review proposal for quality system / specifications
    - Engineering Manager – Review proposal for material and manufacturing specifications
    - Finance – Verification of quote model to cost model. Review impact to financials and reviewed with senior management.
    - Operations Manager – Review proposal for manufacturing feasibility and staffing / capacity resource requirements.
    - Outside Sales Reps – Managed interface between outside sales reps and facility. Monitored performance of outside sales reps.
    - Other members of management team as required (subject matter experts – example tooling).
    - Served as primary interface between customer and manufacturing facilities. Led group to resolve any issues during launch – customer or manufacturing site. Made sure the appropriate technical resources communicated between both parties.
  + Process:
    - Inside sales generates initial bid based on RFQ. Depending on revenue and opportunity, feasibility may take place as well as overall financial impact.
    - I would follow up with customer. Schedule either on site or on customer site either with full group, a few members of group, or alone depending on opportunity. (New contract or reoccurring)
    - Performed contract review with group prior to business award acceptance.
    - Perform technical sales presentation as primary lead with group to review proposal with customer when needed to capture business or for launch kick-off. Primary customer interface.
    - Led launch team and process to 90 days SOP. Validated margin and costs to quote once program was full production and stabilized.
  + Other duties and functions:
    - Analyzed market, customer, and competition. Examples: Overall market trend, customer forecast trend (who’s growing / shrinking / etc.). Benchmarked peer group of companies to make sure company maintained competitiveness.
    - Fed data to manufacturing sites to create continuous improvement and cost reduction plans. Leader of lean and cost reduction system.
    - Performed customer related VAVE (Value Engineering) / Kaizen events to help them understand where cost could be trimmed and why (example – too tight specification driving up price or material type driving up price).
    - Created or enhanced trade show and marketing materials.
    - Researched and scouted new business opportunities. Example – Customer may have an issue with a competitor and I would align resources to help “solve” the issue. May need a quick launch etc. due to bankrupt or failing supplier etc.
    - Made initial contact and introductions for potential new customers. Lined up facility tours, presented capabilities, company overviews, etc.
    - Analyzed existing business to contract. Example – volumes below quoted production window may require price increase due to tooling amortization or overhead absorption.
    - Housed business capture funnel for weekly review with management team of where bids were at in the process: bidding / follow-up / waiting for customer feedback / review feedback / ready to award / lost and why / etc.
    - Created process capability / technology roadmap to automatically see which facility quotes should be routed to or best facility for fit. Capabilities, capacity, local to customer, logistical costs, etc.

# Work Experience

## Sparton Corporation, Schaumburg, IL (NYSE – SPA) 2008 - 2015

Director of Manufacturing (Operations) and Lean Deployment for Global Operations

* Electronics design and manufacturer with two divisions. Engineered products, which supplies primarily sonobuoys to the Navy and other service (OEM). The other division contract manufactures medical, aerospace, and industrial devices and design services (B2B). Over $500m revenue.
* Part of the core executive management team responsible for turning around the company. Operational specialist brought in to turn-around P&L by implementing contemporary business systems and approaches.
* Chairman of the committee responsible for implementing the Sparton Production System (SPS – based on the Toyota Production System) for global operations including North America and Vietnam. Currently entering year 4 of deployment for strategies in the areas of Safety, Quality, Cost, Delivery, People, and Growth (SQCDPG). Directly responsible for Cost (Lean Deployment) and Delivery (Sales and Operations Planning) modules. (System Standardization)
* Created and implemented benchmarking process versus industry and key competitors, which includes a standardized set of financial and non-financial metrics, which assist in providing annual improvement targets and objectives.
* Deployed annual leadership strategy development system to create mission, vision, and values with linkage to key imperatives, key initiatives, budget, key performance metrics, and performance management system for key personnel.
* Co-authored and deployed standard annual budgeting and planning process for operations.
* Deployed Sparton Production System annual audit and awards systems as chairperson. Philosophy and strategy linked to Malcolm Baldrige principles, possibly seeking award upon full deployment at site or corporate based depending upon level of system maturity and results. Benchmarking criteria developed from peer group financial releases, operational surveys such as “Industry Week, OSHA data, CEB Reports (HR). (Promoting Culture of Continuous Improvement)
* Corporate executive in charge of budgeting, tracking, and reporting to the board of directors for annual cost improvements, operational metrics, and capital expenditures. Includes metrics for RONA, Gross/Net Inventory turns as well as other 10k reportable items via income statement or balance sheet. (Monitoring Results / Accountable)
* Developed and deployed technology roadmap process with linkage to strategic three-year revenue (business capture) and capital investment planning.
* Served as project manager for special projects including: Balanced Scorecard Metrics Deployment, Intranet (Share Point) deployment, Social Media Launch, and ERP deployment. (Diverse Background)
* Manager responsible for performing due diligence and integration activities relative to operations for merger and acquisition targets.
* Served on committee to deploy the Learning Management System (Web Based Training and Tracking Software).
* Performed multiple continuous improvement projects for accounting, such as closing process, and other business functions as well as floor operations. (85-150 Improvement Projects per Year)
* Achieved >5% cost of goods minus material reduction year over year through use of lean, value stream mapping, and six sigma tools.
* Received Industry Week Best Plants finalist award for top 7 facilities in North America. Winning facility went from 45% delivery to >99% and to zero external ppm in two years with production system deployment. Winning facility was an acquisition / integration with full system deployment.
* Increased inventory turns from 2 to 7 with deployment of S&OP tools at each location. At the same time improved both customer and supplier delivery from ~45% to >99%.
* Re-engineered business processes, including financial closing, resulting in a 12-day lead-time reduction, while maintaining SOX compliance.
* Negotiated and eliminated $2.8M annual payments in leased manufacturing equipment that was not needed through optimizing equipment and plant utilization through use of lean tools.
* Worked on projects to standardize customer quotation process, contract acceptance, and forecasting demand.

## Citation Corporation, Novi MI (Privately Held now Grede Holdings)

Director of Lean Deployment and Manufacturing Engineering (N.A. Based Company) 2006- 2008

* Casting and machining company primarily supplying tier I & II customers in automotive, heavy truck, and industrial market segments. $500m in revenue.
* Chairman of the committee responsible for implementing the Citation Production System (CPS – based on the Toyota Production System) for all operations (N.A. Based).
* Served as corporate executive in charge of budgeting, tracking, and reporting to executive management for annual key metrics (operational and financial), cost improvements, inventory turns, and capital expenditures.
* Managed capital budget and tracking process.
* Served as project manager for multiple facility consolidations as part of footprint optimization effort.
* Achieved >4% year over year cost of goods reduction through use of value stream mapping and Kaizen event. Ran approximately 100 events per year at 8 facilities.
* Improved quality to from 65000 ppm to near zero PPM for aluminum castings through use of six sigma tools. Various projects on metal temp, mold temp, mold coatings, alloy process, and other process variables. Scrap improved from 80% to less than 1%.
* Reengineered quoting process resulting in better routing of quotes to appropriate manufacturing site and reduced lead-time.
* Served other various roles as program manager, ISO14001 Manager, controls engineer.
* Created technical sales / engineering presentations and presented with team at customer locations and on-site.
* Created marketing materials and led effort to capture facilities capabilities and put together 5-year strategic growth plans.

## Busche, Albion, IN

Corporate Program Development 2005 - 2006

* Contract machining company (B2B) for automotive, heavy truck, agriculture, recreational vehicle, and industrial products.
* Created business development / capture plans for new customer targets.
* Managed project for trade show booth and subsequent shows.
* Contacted new customer, followed up on quotes, and led technical sales reviews.
* Served as site launch manager.
* Performed cost analysis and gap closure plans on existing business.
* Streamlined product launch process. Business capture to PPAP in 5 days for most products. Provided market edge for takeover business.
* Enhanced marketing materials and worked with trade magazine to publish an article on the corporation’s niche and capabilities.
* Personally captured and program managed $15m annual sales in less than three months. Grew annual sales from 60M to 75M.

## Citation Corporation, Butler IN

Program Manager / Lean Master -2002 - 2005

* Product launch manager and business development for new programs – Tier I/II automotive and heavy truck castings. Managed from sales contact through 90 days post PPAP.
* Contacted new customer, followed up on quotes, and led technical sales reviews. Put together tradeshow material and presentations.
* Served as site Lean Master in charge of cost improvement program and operational improvements.
* Achieved greater than 5% year over year cost reductions through value stream mapping events. Ran approximately 25 events per year for facility. (At least one for each major product line per year).
* Environmental Management Representative for regulatory and ISO14001. Specialized in regulatory submittals for air and water.

## Rittal, Fremont, IN

Manufacturing Engineer – 1998-2001

* Project leader to design and install paint (power and wet) and assembly systems for electric enclosures.
* Handled engineering for PLC controls and CNC gasket machines.
* Created standards and quality controls for paint and assembly areas.
* Environmental Management Representative for regulatory and ISO14001. Specialized in regulatory submittals for air and water.

## Budd Company Kendallville, IN

Product Launch Manager – 1993 -1998

* Program Manager for launch of plastic composite body panels. Managed launches from business award to 90 days post PPAP.
* Served as site key contact (customer facing role). Completed regular stage gate reviews at customer.
* Products launched include Lincoln Navigator Hood, Mustang Hood and Decklid, Plymouth Prowler 7 panels, and Lincoln continental Hood, Fenders, and Decklid.
* Handled all facets of launch from prototyping to production, including dimensional analysis / improvement plans and full PPAP submissions.
* Prior to role in launch served in various controls engineering, paint line supervision, and associate roles.

# Education

## MBA - Indiana University (Fort Wayne) 12/07

* Focused electives in operational topics.
  + Supply Chain Management / Lean Sigma Certification (Black Belt Leadership)
  + Strategy Development

## BS - Indiana University (Fort Wayne) 5/05

- Business Core (Economics, Accounting, and Psychology Core)

## AS - Indiana University (Fort Wayne) 5/03

- Business Core (Economics, Accounting, and General Business)

# Links / Hobbies / Affiliations

Professional Link: <http://www.valueuncovered.com/sparton-corp-spa-turnaround-team-returns-micro-cap-manufacturer-to-profitability>

Awards: 2014 Industry Week Best Plants Finalist

Group Affiliations: Freemasons, Sons of the American Legion, PMI Northeast Indiana Chapter