**William Potter**

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**SUMMARY**

Global Director of Operations and Plant Manager, for automotive, food, and pharmaceutical industries. 15+ years of experience improving bottom lines by millions of dollars, driving growth and efficiencies, improving safety and quality while controlling costs. Successfully managed multi-discipline and multi-site/international operations, while leading Lean/Six Sigma/Continuous Improvement initiatives. Possesses a strong, practical, hands-on approach, striving to understand, and then enhance, personnel and technology requirements for the enterprise. A model with a strong work ethic, motivating my team for exceptional performance. Significant international experience working with/at manufacturing sites in Europe, Asia and the Americas. Conversational in French language. A proud US Navy veteran, experienced in nuclear submarine operations.

. **SKILLS**

Plant Management Operations Improvement P&L Responsibility

cGMP ISO 14001 Capital Projects

Supply Chain Management S&OP (Sales & Operations Planning) Six Sigma

Mergers/Acquisitions Engineering Management Operational Excellence

Lean Manufacturing ISO 9001 Budget Development/Management

**EXPERIENCE**

***TOKUSEN USA*,** Scottsburg, IN. TOKUSEN USA is a ~$200MM subsidiary of Japanese TOKUSEN group, a world-leader in the manufacture of precision wire and processed parts for automobile tires, engines, electrical and electronic applications (appliances, semiconductors, solar cells), and medical devices.

**Plant Manager – Scottsburg, Indiana 2016 – Present**

* Managed operations of a 350,000 square foot tire cord production site with ~110 personnel. Led all site functions including Manufacturing, Maintenance, Engineering, Human Resources, Logistics, Quality, and Safety. Held full P&L responsibility, managing capital and expense budgets.
* Decreased personnel turnover from > 30% to < 10%.
* Increased production by ~ 55% and yield by > 5%. Developed plan to return site to profitability in 2017. (This facility had been shut down and restarted, but under previous leadership was unable to meet goals in production and profitability in the previous three years.)

***COLORCON, Inc.*,** Indianapolis, IN. Colorcon, Inc. is a $700MM, world-leading manufacturer of pharmaceutical ingredients and coatings.

**Director of Global Operations – Pharmaceutical Excipients – Indianapolis, Indiana 2011 – 2015**

* Led operations at three pharmaceutical excipient manufacturing sites: Indianapolis, Indiana; Stoughton, Wisconsin; and Bazainville, France. Held full P&L responsibility including expense and capital budget management, as well as all activities in safety, quality, production, Lean/CI (continuous improvement), maintenance, engineering and logistics. Managed a team of 100+ personnel, for manufacture of three primary product lines with production of ~10 MM kilos and annual sales > $70 MM.
* Managed the performance turnaround of the Indianapolis site with rigorous systems, procedures and improved relationships. Increased productivity (OEE=Operational Equipment Efficiency) from 70% to 85%, increased On Time Shipments (OTS) from 93% to > 98%, reduced employee absence rates by 25% and reduced employee turnover rate from 20% annually down to 2%.
* Increased global production capacity by 50% at 2 major sugar spheres manufacturing sites by directing a $6 MM capital expansion project for the US and FRANCE sites.
* Reduced site’s historical OSHA recordable rate by 50% within 1 year, with small, focused improvement projects, safety circles, operator engagement and rigorous safety systems.
* Instituted Lean/Continuous improvement (CI) program at all excipients sites, with procedures, document management, training, practical shop-floor ownership processes, and Six Sigma certifications for employees. Oversaw “Yellow Belt” certifications for all personnel as well as Green Belt and Black Belt certifications for 15 personnel.
* Worked closely with the commercial team to develop new Sales and Marketing promotions for 3 product lines, contributing to EBITDA increase of $5 MM in 3 years. This effort included data collection and validation activities concerning product quality and performance attributes, supporting product differentiation and promotion relative to competition.

**Senior Site Manager – Stoughton, Wisconsin / Bazainville, FRANCE 2010 – 2011**

* Led the post purchase integration of the former Ethypharm excipients site in Bazainville, France, with a staff of 24 personnel, ~1 MM kilos/year production, and annual revenue of ~ $4 MM. Expatriated to France to manage integration, and performed all work in French language.
* Decreased order lead time from > 16 weeks to < 4 weeks.
* Increased On Time Shipments (OTS) from 50% to > 98%.
* Responsible for all site operations (Stoughton + Bazainville) including P&L, expense and capital budget development, safety, quality, production, Lean/CI, logistics, maintenance and engineering.
* Directed the harmonization of operations between two plants making the same product, including best practices from both sites.
* Directed $1.5 MM capacity expansion of 25%, completed on time and on budget, with minimal plant production disruption.

**Site Manager – Stoughton, Wisconsin 2007 – 2011**

* Led the post-purchase integration of the former CHR Hansen excipients site with a staff of 26 personnel, 6 manufacturing lines, > 2 MM kilos/year production, and annual revenue of ~ $5 MM. Integration included development of production procedures, QA and QC systems, EHS program implementation and IT systems replacement/integration.
* Led all site operations including manufacturing, safety, quality, production, Lean/CI, logistics, maintenance and engineering. Responsible for P&L as well including site budgets including ~ $2.5MM expense and ~ $1.0 MM capital.
* Increased production 400% in response to increases in customer demand, by rebuilding manufacturing, maintenance and QA organizations, re-engineering procedures and leading a site debottlenecking project.
* Coordinated $500k project to bring site into compliance with OSHA combustible dust safety emphasis program.
* Led $300k project to reduce wastewater BOD exceedances from > 15 per month down to ~ 12 per year.

**Facility Maintenance Manager, Site Process Engineer – Indianapolis, Indiana 2005 – 2007**

* Led team of four maintenance technicians and one engineer with budget authority of ~ $1 MM.
* Implemented a new shift schedule to enable maintenance coverage for 90% of all manufacturing hours and performance feedback system from area managers to the maintenance group.
* Led major, $2 MM upgrade to manufacturing plants including processes, building exteriors, site conference room including new VC and multimedia system.
* Procured and refurbished 25,000 sq. ft. offsite distribution warehouse for new joint venture with Dow, which generated $5 MM in EBITDA.
* Coordinate all site capital projects including capital requests, project management, qualification and project closure. Projects included a new $200k hot room process, $350K ultrapure DI water system and new blender process.

***d.e. Foxx & Associates*, Cincinnati, OH 2003 – 2005**

**Engineering Team Leader at Eli Lilly Tippecanoe Labs**

* Led transition to an outsourced engineering services organization, saving $1MM annually in maintenance costs. This onsite organization provided services for direct API manufacturing (Duloxetine and Gemcitabine).
* Led an engineering team comprising 12 engineers and 3 technical writers in: Qualification/Classification, Periodic Quality Evaluation, Reliability Centered Maintenance (including Root Cause Analysis), and Maintenance Strategies.

**Senior Process Engineer at Eli Lilly Tippecanoe Labs**

* Completed validation activities for nitrogen system throughout bulk API production facilities. This included animal health APIs (Elanco) as well as human (Duloxetine and Gemcitabine). Responsible for interfacing with QC, maintenance, and plant operations to complete all required activities including all IQ/OQ for analyzers, PQ documentation, and operating procedures. Performed all ongoing nitrogen system testing.
* Provided continuous process engineering support for the solvent recovery area including all change management and process safety functions.

*Early career included work in semiconductor engineering, including engineering design and project management for installation and upgrades of lithography line and ultrapure deionized water systems.*

**EDUCATION**

B.S., Chemical Engineering, Purdue University West Lafayette, IN

US Navy, Nuclear Engineering Laboratory Technician / Engine room Supervisor

**SOFTWARE**

Oracle R11.0 Production, Maintimizer, RCM Turbo, AutoCAD, Visio, MS Project, Microsoft Office Suite.

**LANGUAGES**

Conversational in French

**Lean/Continuous Improvement Initiatives**

To achieve an integrated program for all three sites, I created a new position of Process Improvement Engineer. This individual is a Lean/Six Sigma Black Belt Continuous Improvement engineer responsible for coordinating training, projects and activities between all sites.

Program Goals:

1. Develop a scaled down “Yellow Belt” Lean/CI program to be taught to all plant personnel. This would drive engagement down to the production floor as well as empower those closest to the processes to champion improvements and savings from scrap/rework reduction, cycle time savings, and resulting capacity increases.
2. Identify personnel with talent and interest in additional training for Green Belt and Black Belt training.
3. Achieve at least one Black Belt qualified person at each site along with multiple Green Belt certified personnel. This would allow existing personnel to champion and complete projects without additional headcount.

Project examples

Quality:

1. Organization of laboratory chemicals in a grid pattern in storage cabinets. This enabled more efficient tracking of chemical location as well as efficient control of chemical quantities, eliminating shortages of needed chemistry and possibility of expired chemistries.
2. Analysis of lab workflow utilizing spaghetti flow diagram of normal workflow during quality analyses. This resulted in a reorganization of the lab instrumentation layout as well as modification of the order of analysis, yielding an increase in lab capacity by ~ 20%.

Logistics:

1. Analysis of customer complaints from shipments, as well as issues noted during receiving shipments, determined a need to document the condition of shipments and receipts, via digital image, to support efficient response for complaint resolution. This new process allowed the logistics group to include a copy of this image in shipping documents to the customer as well as inclusion in ERP system to enable accurate response at a later date should a complaint arise. This resulted in a decrease of customer claims by > 50% and brought accountability to transportation carriers.
2. A spaghetti diagram of the shipping and receiving workflow resulted in relocation of the logistics desk and installation of a remote printer to facilitate operations. This saved ~ 4 hours of material handler time per week.
3. Raw Material storage locations were changed due to spaghetti diagram analysis. This resulted in less time searching for and transporting raw materials to the production cells, and enabled transfer of this activity from the production team to the logistics team thereby saving approximately 8 production man-hours per week while only adding 4 man-hours per week to the logistics team workload.

Production:

1. Modification of a “hot room” process resulted in an increase in yield from an average of 70% to 93%. This resulted in approximately $2 MM of annual savings due to decrease rework and scrap. Additionally, this allowed the process to be shortened from 7 days to 5 days thereby increasing throughput capacity by ~ 28% without a corresponding increase in process equipment or personnel.
2. By implementing automation to a blender fill process utilizing load cells and PLC control, this allowed operations to decrease the amount of time needed by direct operator involvement. This resulted in increased accuracy during filling operations as well as eliminated a major safety concern due to discharge of combustible dust. Annual savings: ~ 2400 man-hours.
3. An analysis of RM flow through the plant demonstrated an inability to accurately measure, independently, raw material supplier delivery volumes as well as process usage rates. This resulted in a 2013 write down of ~ $300,000. By implementing load cells for all raw material silos, precise measurement was achieved for all raw material deliveries as well as inventory reconciliation that resulted in < $1000 write down the following year.