

## **Christopher S. Mowatt**

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**Summary:** Senior professional with track record of solving technical and process performance problems. Experienced at applying analytical tools, work design and process improvement methodologies to understand, diagnose and resolve barriers to performance. Possesses a reputation for creating and communicating a clear vision of where the organization needs to be and how to get there while maintaining clear alignment with quality, safety and delivery objectives.

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Value Stream Analysis • Value Stream Management • Balanced Scorecard • Strategy Deployment • Facility Planning • 5S • TPM • Root Cause Analysis • Mistake Proofing • Technology Assessment and Implementation • Budget Management • Manufacturing & Business Process Analysis and Improvement • i-nexus Performance Improvement Management System • Lean Manufacturing & Office • Coaching Executives on Process Improvement

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### **Professional History**

**Hamilton Sundstrand Corporation, Div. of United Technologies Corporation, Windsor Locks, CT**  
A \$6B company providing aerospace systems and controls for commercial and military aircraft and spacecraft

#### ***Consultant, Supplier Quality & Product Integrity***

**2010 - Present**

Lead teams of cross functional professionals in the design and development of corporate level logistics and supply chain processes affecting domestic and international OEM and aftermarket transactions across eight business units resulting in reduced system maintenance costs and increased capacity. Established process ownership and standard procedures and methods to affect a common view of Hamilton Sundstrand to the customer; eliminating transaction escapes that cause delays in shipments and receipt of payments.

#### ***Business Transformation Manager***

**2005 - 2010**

Achieved an average annual savings of >\$5M every year with a 20%-50% reduction in cycle time and corresponding increase in on-time delivery. As a key event leader, provided the skills and knowledge necessary for cross-functional teams to transform their value streams to a 'lean' system; extending the reach by conducting end-to-end value stream analysis sessions with strategic international customers and suppliers to identify process deficiencies, improvement plans and implementation consulting. Increased project success rates by >25% and reduced savings realization cycle time by adjusting how improvement events are planned and executed. Recognized as the corporate expert in business process re-engineering, was called upon to support customers such as Airbus, Embraer, and Boeing in evaluating how the companies interact with HS, determine gaps and devise solutions to address them.

#### ***Specialist, Product and Process Quality***

**2001 – 2005**

Supported the global implementation of A.C.E. (Achieving Competitive Excellence: UTC's Quality Operating System) as an assessor and business unit consultant supporting businesses in the U.S., U.K., Singapore, Malaysia, Germany, and France. Provided training and guidance on the application of process improvement tools including: Root Cause Analysis, Mistake Proofing, 5S, TPM, Gated Review (Passport), QCPC, Market Feedback Analysis, and Value Stream Analysis. Created a methodology for aligning employee actions with organizational performance goals; enabling everyone to clearly identify how their process improvement activities aligned with strategic organizational objectives. Provided guidance on EH&S initiatives and accident investigations to eliminate recurrences.

**Hamilton Sundstrand Space Systems International, Inc.**

**Windsor Locks, CT**

***Continuous Improvement Advocate, Program Manager***

**1997 – 2001**

Led an organization of 680 professional and hourly associates in Operations, Contracts, Finance and Engineering through the introduction and basic application of A.C.E. tools within 6 months of the kick-off; leading a team of 12 coordinators. As a professor for UTC's Ito University I delivered training on process improvement tools to over 600 managers across United Technologies in USA and Europe. Developed and implemented a comprehensive Lab Operations Scheduling System that dramatically improved the visibility of operational problems and their solutions in direct support of the International Space Station. This system improved readiness of test facilities, increased velocity of hardware through the manufacturing labs, and improved on-time delivery of hardware.

**Kyzen Corporation**

**Nashville, TN and Manchester, NH**

A \$20M business providing precision cleaning agents and process control systems

**Integrated Process Support Manager and Technical Marketing Specialist**

**1994 - 1997**

As a critical cleaning process expert, managed and performed technical projects focused on the design, implementation, and troubleshooting of precision cleaning processes and pollution controls required for the elimination of CFC materials in critical electronic and metal cleaning applications resulting in over \$400K in consulting fees and equipment sales the first year and a 20% increase the following 2 years. Successfully executed all contract deliverables for a contract to design and deliver a portable, CFC free cleaning system to McClellan AFB repair depot.

**Hamilton Standard, Div. of UTC**

**Windsor Locks, CT**

**Manufacturing Engineering Supervisor**

**1987 - 1994**

Successfully eliminated CFCs in critical cleaning applications; led the design, development and installation of automated processing and closed loop recovery systems at three electronics production facilities. The successful effort was recognized by the issuance of the UTC Horner Award. Managing a \$7.2M capital budget, led a process engineering team in a startup production of a new pressure sensor. This included facility and personnel moves, construction of a Class 100 clean room, process equipment selection, installation and start-up, and environmental control measures. Planned the consolidation and physical layout of product lines from multiple facilities ensuring all equipment, processes, and personnel were able to meet production goals. Designed production ready fixtures for circuit board conformal coating processes that reduced setup time and eliminated registration errors.

**Ebtac Corporation      1985 - 1987**

General Manager for the laser and electron beam manufacturing division with P&L responsibility

**Teledyne TAC      1983 – 1985**

Contracts Manager for Military Programs and Product Manager for semiconductor wafer test equipment accessories including process planning and new product development

**Unitrode Corporation   1980 – 1983**

Shop floor Manufacturing Engineer for electronic assembly operation designing production fixtures, tooling and assembly methods

**Theta-J Corporation   1975 – 1980**

Assembler, Production Supervisor, and Assoc. Mfg Engineer for hybrid microcircuit assembly operation

### **Special Citations & Certifications**

Hamilton Standard President's Award for Contribution to a Strategic Project - 1989  
United Technologies Horner Award (for interdivisional cooperation) – 1992  
Certificate in Lean Office Implementation from University of Michigan – 2004  
United Technologies Level 1 Award for Business Process Value Stream Engineering – 2005  
Lean Aerospace Initiative (M.I.T.): Applying Enterprise Value Stream Analysis - 2007

### **Education**

**Western New England College**, Springfield, MA  
- BS Engineering, Cum Laude, 1998  
Member of Tau Beta Pi and Sigma Beta Tau Engineering Honor Societies

**Western New England College**, Springfield, MA  
- Currently enrolled in M.S. Engineering Management program