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| **SCOTT E. MORLING**  **P&L Leadership, Operations Leadership, Revenue Growth** | 2330 Stanley Ave SE ▪ Roanoke, VA 24014  Mobile: 937-602-1338 ⬝ scott.morling@gmail.com  <http://www.linkedin.com/in/scottmorling> |

**SENIOR-LEVEL MANAGEMENT EXECUTIVE**

**P&L — Operations — Manufacturing — Supply Chain — Global Sales & Marketing**

**Expertise in Driving Growth and Improving Operational Performance, Productivity, Profitability & Value**

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| **PROFILE & DIFFERENTIATORS** | **QUALIFICATIONS & EXPERTISE** |

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| **Consummate Business Leader** — Distinguished career in starting, growing and managing diverse and complex businesses. Strategic thinker, fact-based risk taker and skilled executer — effective in high-profile management roles making high-stakes decisions, solving difficult problems and achieving results. **Stanford MBA.**  **Operations Management Executive** — Extensive experience and exceptional success in managing high-volume manufacturing, engineering and production operations. Performance improvement and process reengineering expert with vast knowledge of contemporary operations and manufacturing theories, methodologies, technologies and best practices. Customer and bottom-line focused and disciplined.  **Talented Team Leader —** Skilled trainer, developer and mentor of people. Respected as an influential, interactive, lead-by-example manager; successful in building and leading high-performance teams, and managing functionally and culturally diverse workforces.  **High-Value Professional —** Strategic, tactical and decisive with big-picture vision and detail focused. Intelligent, quick thinking, precise, analytical, high-energy and self-motivated. Exceptional communicator and relationship builder. Seasoned negotiator and dealmaker. Outstanding corporate representative and role model. | Strategic & Tactical Planning / Execution  Business & Operations Management  Growth & Change Management  Startup, Turnaround & Growth Businesses  Corporate Strategy & Development  Deal-Making — M&A, JV, Licenses, Contracts  Corporate Governance & Communications  Finance, Budget & Cost Management  Sales & Marketing Management  Product Design, Development & Rollout  Performance, Process & Workflow Improvement  Team Building, Mentoring & Leadership |

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|  | **PROFESSIONAL EXPERIENCE** |  |

**LiteSteel Technologies America (Subsidiary of OneSteel Ltd)**, Sydney, Australia and Roanoke, VA 2007 to Present

*An Australian Company, LSTA was established as a $35M startup to bring dual electro-resistance weld technology to US residential and light commercial construction markets. LSTA markets LiteSteel beams in North America and the Caribbean; $5M revenue through 2011.*

**Scope of Work & Distinctions**

* Challenged to design and launch the new business during a record-setting residential construction market compression; a situation that required careful analysis, creativity, precision focus, diplomacy and lots of old-fashioned determination.
* Performance has been distinguished by over-goal infrastructure, market entry, production and safety contributions.

**Senior Vice President, General Manager**

Recruited to the niche role based on prior, successful experience leading a new, value-added business operation within the confines of a large, established, commodity-based company. With little-to-no HQ direction, the performance expectation was to build both a business structure and internal culture from the ground, up — building construction, equipment commission, staffing, financial systems, banking relationships, supplier partnerships, HR and safety procedures — in preparation for US market entry.

**Management & Leadership Successes**

* Grew the US-based executive leadership team to 7: Vice Presidents of Engineering, Marketing and Sales; Managers of Operations, Finance/Administration, Safety, Quality and Continuous Improvement. Increased full-time employees from 3 to 32 within the first 36 months.
* Achieved building code compliance for entire product line in less than 6 months from submittal.

**Business Development, Production & Performance Results**

* Quickly established a nationwide distribution footprint; increased the opportunity pipeline from $0 to $15M in 2 years.
* Reconfigured market approach to a 3-pronged focus — light commercial projects, modular and panelized construction and solar array structural framing — to resuscitate declining sales in a deeply depressed residential construction industry.
* Improved production yields nearly 3-fold — from <20 to 70%.
* Raised residential construction product brand awareness from 0 to over 70% in 3 years through well-planned and executed media campaigns, careful selection of distribution partners and coordinated communication initiatives.
* Maintaining a zero lost-time-incident record (OSHA) by instilling and reinforcing a “no shortcuts” safety culture.
* Decertified the United Steel Workers bargaining unit in second year.

**NewPage Corporation — formerly MeadWestvaco and the Mead Corporation**, Dayton, OH 1999 to 2007

*$2B Manufacturing Company — Largest Coated Paper Producer in North America — Selling and Distributing to Large Printers, Paper Distributors, Publishers and Label Printers*

**Distinctions**

* 8-year tenure is distinguished by performance-based promotion during multiple changes in corporate ownership and structure: originally the Paper Division of >$7B MeadWestvaco Corp.; sold to private equity company (Cerberus) in 2005; sale of $400M Carbonless Paper Division; and IPO announcement.
* Retained and repositioned in a senior-level finance role subsequent to sale of the $400M Carbonless Division.
* Recruited by divisional VP of Sales and Marketing of Carbonless Division to drive top-line growth and improve bottom-line outcomes for an internal SBU struggling in a down-turned market.

**DIRECTOR — INVESTOR RELATIONS & FINANCE** (2005 to 2007)

Retained — subsequent to sale of the Carbonless Division — and chosen for a newly created, high-level strategic position in charge of developing and executing an investor-relations program in tandem with plans to take the company public. Manage corporate strategic development and finance activities — identification and due diligence of potential acquisitions; asset valuations and divestures; other corporate transactions and projects — prepare and publish earnings releases, and represent the company to the investment community. Provide advisory to the executive committee, and report directly to the CFO.

**Management & Leadership Successes**

* Led from-scratch startup of an investor relations strategy and organization.
* Reduced contract compliance costs by 40%, improved overall operational performance, and enabled SOX compliance by creating and implementing a corporate-wide contract management system for $1B in purchasing contracts.

**Key Initiatives, Transactions & Results**

* Established and maintained relationships with 10 sell-side analysts (equity and high-yield debt) and >75 buy-side analysts (equity and high-yield).
* Structured, negotiated and consummated sale of non-strategic business unit (hydroelectric production facility) to another large power generation company for record multiples.
* Co-led the investigation, analysis, selection and acquisition (including permitting, local government relations and contract negotiation) of new corporate headquarters site — $10M investment in 75,000+ sq. ft. facility.

**DIRECTOR — VENTURE MANAGER, New Venture** (2003 to 2005)

**MeadWestvaco Corporation — Carbonless Division, Magnetic Papers Business Unit (Global)**

Held full P&L accountability for a newly formed internal entrepreneurial strategic business unit wrapped around newly licensed technology for producing magnetic paper products. Provided vision and strategy, and managed all aspects of operations — global sales and marketing; product development, rollout and management; outsourced manufacturing, supply chain design and oversight; distribution channels; finance; staffing; quality; and customer service/relationship management. Built and led a core team of 5 managers and provided indirect supervision to 35 other professionals.

**Distinctions & Results**

* During due diligence for licensing agreement, selected as the executive to launch and manage the new venture.
* Wrote and executed business and marketing plans, directed all startup activities, and provided P&L oversight in all areas of operations.
* Grew business from $0 to >$5M and gained competitive advantage with breakthrough technology. Achieved revenue and profitability targets — breakeven within 2 years of startup.

**DIRECTOR — UNCOATED PRODUCTS** (2002 to 2003)

**MeadWestvaco Corporation — Carbonless Division, Uncoated Paper Products Business**

Drove top-line and bottom-line performance for $400M division specializing in development, sales, marketing and distribution of uncoated free-sheet paper products. Managed portfolio of 7 products marketed and distributed globally.

**Management Successes & Sales Results**

* Recruited by and reported to divisional VP of Sales and Marketing to offset declining revenue in the carbonless and coated paper markets by rapidly increasing sales in the uncoated paper business line.
* Achieved 150% increase in revenue and 10-fold improvement in cash flow by expanding existing customer relationships, opening new sales channels, rolling out new products (4 within 1 year), expanding relationships with existing customers, and acquiring new/high-performance supply chain partners worldwide.
* Enabled 10% increase in average selling price (in a flat market) without negative impact on closing ratios or sales.

**DIRECTOR — PROCESS OPTIMIZATION** (2001 to 2002)

**Mead Corporation — Divisional & Corporate**

Managed the development and implementation of operational and financial performance improvement strategies, initiatives and SAP/ERP solutions. Built and led teams of up to 15. Allocated and controlled $500k process-optimization budget.

**Performance Improvement Results**

* Leveraged IT and process engineering to create online balanced scorecard for the Papers Division.
* Reduced monthly financial closing cycle by 20% and reduced headcount in finance department by 15%.

**ASSOCIATE DIRECTOR — CORPORATE STRATEGY & PLANNING** (1999 to 2001)

**Mead Corporation — Corporate**

Uniquely hired from outside for placement in a highly visible corporate strategy and planning role. Structured and analyzed business cases, and deep due diligence for >10 corporate development transactions — global M&As, joint ventures, licensing agreements — valued up to $300M. Researched, analyzed and opined growth opportunities in the global specialty paper sector.

**Accomplishments**

* Teamed with CEO and other members of the leadership team in guiding four divisions — $2.5B in combined annual revenue — through the annual corporate strategy review process.
* Analyzed >30 companies (US, UK, Sweden, Germany) and >50 product grades in the specialty paper space.

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| **Delphi Automotive Systems — Chassis Division,** Dayton, OH | 1990 to 1999 |

*$30B Manufacturing Enterprise — North America’s Largest Tier 1 Automotive Supplier — Then a General Motors Company*

**Distinctions**

* Identified as a high-potential professional; selected as a GM Fellow (2 years’ tuition at Stanford, books and half-salary stipend) and GM Scholar (2 years’ tuition at Northwestern); then heavily recruited to return to GM/Delphi Automotive Systems following completion of Engineering Master’s degree at Illinois.
* Key member of the team that established the Chassis Division’s first-ever grassroots lean manufacturing process.
* Promoted ahead of peers and handpicked for higher-level positions in manufacturing and product management.

**PRODUCTION MANAGER** (1998 to 1999)

**MANAGER — MANUFACTURING PLANNING & STRATEGY** (1997 to 1998)

**STANFORD MBA PROGRAM — GM-SPONSORED** (1995 to 1997)

**PRODUCT ENGINEER & PRODUCT MANAGER** (1994 to 1995)

**ADVANCED MANUFACTURING ENGINEER** (1990 to 1994)

Held cost center accountability for production plan operations representing >$70M in annual revenue with >70 employees working on 3 shifts and 15 assembly lines. Managed manufacturing and supply chain strategies and processes in multi-site production facilities (US, UK, Australia, China, India, other countries) for $5B global division. Directed product development (prototyping, testing, manufacturing, P&L) for >$1M, high-margin suspension control program on behalf of key European customer. Managed development and implementation of new/improved manufacturing processes (lean manufacturing practices) for production operations representing $5 to $100M in annual revenue.

**Management & Leadership Successes**

* Key member of the team that developed first ground-up lean manufacturing process for the Chassis Division.
* One of a 4-person special team tasked with identifying and realizing 300% productivity improvement.
* Credited with personal contributions to identifying >$100M in annual cost savings by leading the team that reengineered — via lean concepts and technology solutions — the cost estimating organization, process and team.

**Performance Improvement Results**

* Slashed costs for manufacture of new products by as much as 25% through production and supply chain optimization.
* Delivered >$2M improvement in cash flow by spearheading modern lean and capital forecasting methodologies.
* Reduced labor costs for overtime by 50% (>$500k annual savings) through workflow balancing methods.
* Improved equipment uptime 10% (>$250k annual savings) by introducing formal preventive maintenance program.

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|  | **EDUCATION** |  |

**MBA —** Stanford University, Graduate School of Business, Stanford, CA, 1997

* General Motors Fellowship

**MS — Electrical Engineering,** University of Illinois, Urbana, IL, 1990

* William Grainger Fellowship; Research Assistant; accelerated (one-year) program

**BS — Electrical Engineering,** Northwestern University, Evanston, IL, 1989

* General Motors Scholarship

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|  | **CREDENTIAL & AFFILIATION** |  |

**PE —** State of Ohio (scored highest in the state on qualification exam), 1993

Member — Ohio Society of Professional Engineers and Surveyors (OSPES)