

Summary of Experience

Senior operations and general management executive with experience leading manufacturing, distribution, and supply chain operations, developing and executing sales and marketing initiatives and multi-site P&L/General Management responsibility. Track record of growing sales and profitability while achieving tactical and strategic objectives through lean and continuous improvement methodologies, developing high performance management teams, and driving customer-focused initiatives. Focused on operational alignment with stakeholder's interests and taking decisive steps to improve operations. Recognized ability to identify synergies, consolidate operations, and track progress on deliverables.

2007 to 2009 **Dresser Waukesha, a division of Dresser Inc.**, Waukesha, Wisconsin
A \$450 million manufacturer of large industrial engines for the natural gas distribution industry and electrical power generation applications.

Director of Assembly / Test Operations: Responsible for \$250 million engine assembly / test operation. Led staff of 215 on 3 shifts in union shop.

- Reallocated production resources and established focus on individual engine delivery schedules. **Result:** Improved on time delivery from 18% to 70% and increased engine production by 5%, exceeding production, revenue and profit targets.
- Identified potential testing capacity bottleneck resulting from planned facility sale and recommended facility upgrade alternative. **Result:** Increased testing capacity by 50%.
- Led cross-functional Six Sigma project to reduce test cycle time on new engine platform. **Result:** Reduced cycle time by 78%, (7days to 2.5 days).
- Initiated restructuring and rebalancing work content and flow of 2 assembly lines. **Result:** Tripled capacity and doubled production on new engine production line and increased throughput on high volume production line by 20%.
- Initiated and executed Vendor Managed Inventory (VMI) program for miscellaneous hardware components. **Result:** Reduced inventory by \$500,000, streamlined parts delivery, and established Just In Time (JIT) delivery.
- Drove department readiness for implementation and conversion to fully integrated ERP system (Oracle). **Result:** Met implementation schedule and completed conversion.

1978 to 2006 **Midas Inc.** (formerly a division of IC Industries/Whitman), Chicago, Illinois
A \$350 million manufacturer of exhaust products and automotive repair franchisor.

2002 to 2006 **Vice President & General Manager:** Responsible to CEO for strategic direction of the Midas North America Exhaust Group, consisting of manufacturing/distribution system and product sales to independent wholesale distributors.

- Initiated sales strategy targeted at former customers and restructured sales bonus plan. **Result:** Exceeded annual sales forecast by 30% over 3 years.
- Marketed and coordinated sale of \$4,000,000 bending machine business unit. **Result:** Generated \$2,500,000 in operating capital.
- Selected by CEO to drive exhaust division exit, closing manufacturing and distribution operations, sourcing and qualifying vendors, rationalizing product lines and pricing. **Result:** Completed exit in 8 months and enabled retail franchise expansion.

- 1999
to
2002
- Vice President of Manufacturing**: Responsible for 3 manufacturing facilities with \$120 million in annual sales and 750 employees.
- Redefined employee responsibilities for 2 unionized facilities and reduced fixed salary expense. **Result**: Reduced operating cost by \$3,000,000.
 - Designed and manufactured high performance exhaust and economy exhaust product lines. **Result**: Increased revenues by \$4,000,000.
 - Consolidated manufacturing operations from 3 plants to 2. **Result**: Ensured ongoing overhead absorption and facility cost effectiveness.
 - Implemented lean, cellular, and Six Sigma processes. **Result**: Reduced cost by \$6,000,000 and improved processes and quality of manufactured products.
 - Developed and initiated Supplier Certification Assessment Program. **Result**: Ensured ongoing quality and consistency of materials and components.
- 1997
to
1999
- Director of Manufacturing**: Responsible for manufacturing operations, including supply chain and product engineering at 4 facilities with 825 employees.
- Implemented quick change processes, introduced automation on assembly lines, and employed lean principles. **Result**: Generated annual savings of \$1,500,000 and reduced finished goods inventories by \$10,000,000.
 - Implemented specialized Supply Chain software at multiple manufacturing and distribution sites. **Result**: Increased productivity and financial reporting accuracy.
- 1993
to
1997
- Plant Manager**: Responsible for 2 manufacturing facilities with 375 employees.
- Implemented cellular, lean, and JIT manufacturing techniques. **Result**: Reduced component/work in process inventories from 10 days to 3 days.
 - Guided facility safety programs. **Result**: Achieved OSHA VPP Star Site Status.
 - Led management labor contract negotiation teams. **Result**: Improved labor relations and decreased annual grievance activity from 200 to 20.
- 1978
to
1993
- Held positions as **Financial Analyst**, **Assistant to the Treasurer**, **Unit Manager**, and **Production Manager**.

Education: MBA Degree, Keller Graduate School, Chicago, Illinois, 1982
BA Degree, Finance and Economics, Loras College, Dubuque, Iowa, 1978

Coursework in Statistical Process Control (SPC), Total Quality Management (TQM), Lean Manufacturing and Six Sigma Methodologies
Executive Manufacturing Program, University of Michigan
Zenger-Miller Frontline Leadership Program
High Performance Workforce Organization Program, International Machinist Union.