

VICE PRESIDENT – OPERATIONS**Startups / Turnarounds / Project Management / Lean Manufacturing
Global Operations / Quality / Business & Product Development / ISO 9000
Supply Chain Optimization / Budgets / P&L**

A proven leader in domestic and international operations management, technology transfer and new product introduction in leading-edge technologies, I spearheaded multimillion dollar revenue growth and cost improvements for small, medium-sized and **Fortune 10** companies such as **General Electric**.

Specializing in startup operations, new technology introduction, business turnarounds, and capacity and cost productivity programs, I am a highly accomplished, profit-driven operations executive, achieving on time delivery, plug-and-play quality and rollout of new products for multi-site operations in union and non-union environments.

- Managed global operations for small to Fortune 10 companies.**
- Generated millions of dollars in revenue growth and cost improvements.**
- Developed supply chains, ensuring continued operations.**
- Launched products in international markets.**
- Built exceptional, sustainable manufacturing operations.**

I hold a **Master of Engineering Management** from George Washington University and a **Bachelor of Industrial Engineering** from the Georgia Institute of Technology. A certified Quality Engineer, I am bilingual, fluent in both English and Spanish. I relate to people easily, winning confidence and building strong, sustainable teams.

CAREER HISTORY AND SELECTED ACCOMPLISHMENTS

General Manager, Strategic Operations Solutions, LLC, a manufacturing operations consulting firm, 2006, 2010. Implemented proven solutions to complex operations issues for a variety of clients, including Fusion UV Systems. Directed worldwide operations. Maintained strict confidentiality agreements. Held full P&L responsibility.

Providing quality customer service. Client product failures were occurring concurrently at multiple locations in US, Europe and China. Assessed situation, determining failures were due to improper equipment maintenance. Arranged for on site training, rebuilding customer relationships and saving client \$100K in potential replacement and warranty costs.

VP of Manufacturing, Clear Align, a \$10M aerospace and defense startup company, 2009. Contracted to prepare manufacturing operations for significant growth. Identified, and addressed supply chain issues. Implemented new procedures and trained personnel in lean manufacturing methodologies.

Director of Manufacturing, Janos Technology, a \$20M precision infrared optics company, 2007 to 2008. Recruited to turnaround underperforming operation. Charged with positioning firm for profitable growth and liquidity event. Implemented Danaher Business System, conducted kaizen events and achieved ISO 9000:2000 certification. Improved processes and profitability.

Driving improved business performance. Company was plagued with poor on time delivery, a significant “orders past due” backlog, an untenable lead time and poor quality. Evaluated causes, developed and implemented new processes and procedures. Improved EBITDA 57.5% and reduced past due orders 20% in first six months.

Vice President of Operations, Spectris, plc, a \$1B precision instrument manufacturing company, 2003 to 2005. Consulted with multiple international divisions. Turned around underperforming operations, implemented new technologies, improved processes and increased profitability. Saved company in excess of \$7M through cost improvements.

Re-implementing lean manufacturing. Company needed to reduce a \$500K annual expenditure in repair area temporary/overtime labor. Engaged services of lean consultant, developed and implemented new process, reducing expenditure on repair labor >50% and on temporary/overtime labor 80% in under a year.

Developing new supply chains. Company's European supplier closed business, impacting 60% of Brüel & Kjær Vibro division revenue. Tasked with finding new suppliers. Established new guidelines, identifying, screening and qualifying suppliers within 8 months. Met new technical and commercial capability criteria, saving 200 jobs.

Mentoring VP candidate. Special assignment with Spectris required training a replacement VP of Operations. Designated candidate and provided staff training from Germany through daily and weekly communications, and by traveling stateside every four weeks. Achieved all performance metrics and facilitated smooth transition.

Vice President of Manufacturing, Fusion UV Systems, division of \$1B precision instrument manufacturer, 1991 to 2003. Promoted to senior management. Implemented Lean Manufacturing, upgraded global supply chain and resolved key management issues. Managed 100 employees and \$40M budget.

Turning around operations, building cross-functional teams. Company division suffered poor on time delivery, a nine-week lead time and loss of business. Implemented cross-functional accountability between purchasing, sales and manufacturing. Improved on time delivery to 90% within six months and reduced lead time to three weeks within one year. Sustained 15.7% average annual business growth for 11 years.

Developing alternative supply source. Sole supplier of key product component forced price hikes, threatening company's competitiveness. Led project to develop and qualify alternative source, meeting quality and cost requirements. Reduced unit costs 25% immediately, and extended product life expectancy by 100%.

Implementing quality standards. Company experienced high scrap rate and poor quality. Significant costs jeopardized future sales and success of planned IPO. Initiated and implemented quality plan, process documentation and retrained production personnel. Improved margins >14% via productivity and quality improvements within 9 months.

Earlier: Resident Engineering Manager, GE Lighting (GEL) and **Operations Manager,** GE Ceramics, divisions of Fortune 10 company. Promoted through multiple levels of company management, including Mexican Maquiladora startup. Implemented new technology and new products into manufacturing. Saved company in excess of \$7M through cost improvements.

Executing technology transfer. GE Lighting Project manager resigned, with project five months behind schedule. Assigned to save \$10M international project, arranging for equipment validation and testing. Trained personnel in Japan, and executed overdue factory acceptance testing. Completed project within budget and on time.

Salvaging key account. GEL was in danger of losing a \$25M international account due to quality issues. Provided unfettered access to quality control plans, supplying honest assessment of quality/process issues being addressed. Implemented corrective actions, securing account and generating future business.

Managing union workforce. Assigned to oversee GEL production area crippled by union grievances. Overcame six week strike, identified management and labor problems, instituted required changes, and created an effective work culture. Met business objectives while addressing union concerns.

EDUCATION / CERTIFICATIONS / PROFESSIONAL / AWARDS / PUBLICATIONS / PERSONAL

Education:

Bachelor's of Industrial Engineering, Georgia Institute of Technology
Master's of Engineering Management, George Washington University

Certifications:

Certified Quality Engineer (#14438), American Society for Quality Control
Engineer-In-Training Certificate (#6536), Georgia State Board of Professional Engineers
Private Pilot (w/Instrument Rating) License, Federal Aviation Administration

Professional:

Past President-elect, Institute of Industrial Engineers - Cleveland Chapter 007, 1984-84

Awards:

Fusion UV Systems: Invention Disclosure, 2001
Fusion UV Systems: Earned Customer Satisfaction Award, 1995
General Electric Company: Earned Managerial Award, 1985
General Electric Company: Earned Managerial Award, 1979

Publications:

"Guided by the Light," *The Manufacturer*
"Delgado Gives Friendly Skies New Meaning," *Gaithersburg Gazette*
"QFD Killed My Pet (Project)," conference paper presented at 13th QFD Symposium

Personal:

Enjoys tournament chess, US Chess Federation member
Jang Bong practitioner in Tae Kwon Do
Aircraft Owners & Pilots Association member
Bilingual in English and Spanish