



SOS® helps organizations of all sizes build management teams that turn operations – especially manufacturing operations – into a strategic business weapon, identifying and weeding out the root causes of problems, **not just the symptoms**.

Strategy · Best Practices · Right People

Serving engineering, manufacturing, and business leaders since 2000.

CORE COMPETENCIES

STRATEGY

Startup / turnaround
New product &
process introduction
Technology transfer

BEST PRACTICES

Lean Six Sigma
Project / supply chain
management

RIGHT PEOPLE

Performance
management
Organizational
development

*Supporting your business imperatives in
product leadership, customer intimacy, and operational excellence.*

PAST PERFORMANCE RESULTS FROM SOS'S PRINCIPAL

GE Lighting / CKD (Japan) · Technology Transfer · 1988–1990

Turned around a \$10M technology transfer, recovering a five-month delivery deficit by year end; added \$2.2M in cost improvements.

General Electric · Technology Transfer · 1988–1991

On-site project management of a >\$15M transfer; execution secured follow-on business worth \$40M in incremental revenue by 1991.

Janos Technology · Operations Turnaround · 2007–2008

+57.5% EBITDA and +42.7% shipments in 2H 2007, positioning a >\$130M liquidity event and Fortune 250 acquisition.

PremaTech Advanced Ceramics · Turnaround · 2011–2012

Lean turnaround positioned 1H 2012 gains of +248.1% EBITDA and +162.0% net income on +25.7% shipments.

Maryland MEP · Manufacturing Consulting · 2014–2016

Engagements in six Maryland counties (strategy, yield, layout, QMS, kaizen, coaching); >\$5M in economic impact reported to NIST MEP.

Every engagement begins with a professional assessment, then continues as:

**Project-Based
Solutions**

**Interim
Management**

Coaching

**Your
Move...**

Request a Complimentary Assessment

Strategic Operations Solutions, LLC®

800.793.2775 · cell 443.280.1714

SOS@stopolutions.com · www.stopolutions.com

DIFFERENTIATORS

- 40+ years leading operations at GE, Spectris plc, and technology manufacturers (\$5M–\$1B revenue)
- >\$14M in cost productivity, plus >\$5M in additional economic impact
- Acquisition due diligence and global supply chain development
- Trained NIST Baldrige (MBNQA) Examiner (2019); ASQC Certified Quality Engineer (1986)
- Work across Europe, Asia, and Latin America; bilingual English/Spanish

"... During the fifteen years that I have known and worked with Dwighd, I have been impressed by his diligence, strong ethical values, and consistent performance ..."

— **David Harbourne, former President, Fusion UV Systems**

COMPANY DATA

LEGAL NAME	Strategic Operations Solutions, LLC®
FOUNDED	2000 · Gaithersburg, MD
PRINCIPAL	Dwighd D. Delgado, MAT, MEM, CQE
NAICS	541611 · 541618 · 611430
INDUSTRIES	Advanced ceramics · optics · UV systems · lighting · precision instrumentation & controls



Scan to schedule

Master Operations Troubleshooter · Founder & Owner, Strategic Operations Solutions, LLC®



EDUCATION

Doctor of Ministry (in progress),
Gordon-Conwell Theological
Seminary, exp. 2027

Master of Arts in Theology, Fuller
Theological Seminary, 2023

**Master of Engineering
Management**, George
Washington University, 1997

**Bachelor of Industrial
Engineering** (Minor: EE), Georgia
Institute of Technology, 1977

CREDENTIALS

Trained NIST Baldrige (MBNQA)
Examiner (2019)

CBMC Certified Christian
Leadership Coach (2011)

Danaher Business System Leader
Boot Camp (2008)

Private Pilot, Instrument Rating
(1998)

ASQC Certified Quality Engineer
(1986)

HONORS

Albert Nelson Marquis Lifetime
Achievement Award (2017)

Maryland Quality Award, Fusion UV
Systems (1999)

GE Managerial Awards (1985, 1979)

Dwighd Delgado has spent more than four decades starting up, turning around, and growing technology manufacturers at home and abroad. At eight organizations with revenues from \$5 million to \$1 billion, he has led multicultural teams of up to 320 and delivered more than \$14 million in cost productivity.

Dwighd founded **Strategic Operations Solutions, LLC® (SOS®)** in 2000. As its Master Operations Troubleshooter, he helps manufacturers align **Strategy**, **Best Practices**, and the **Right People** for clients across North America, Europe, and Asia. As an Account Manager for the Maryland Manufacturing Extension Partnership (2014–2016), he led multiple engagements across six Maryland counties, reporting more than \$5 million in economic impact.

He began his career at General Electric, advancing into middle management at the interface of marketing, engineering, and manufacturing at GE Lighting and GE Ceramics. There he turned around a \$10 million technology transfer with CKD in Japan, managed a \$15 million transfer that generated \$40 million in incremental revenue, and started up a manufacturing operation in Mexico. At Spectris plc and Fusion, he held separate Vice President roles in Operations and Strategic Sourcing, built the manufacturing organization behind Fusion UV Systems' growth from \$17 million to \$84 million, played a key operational role in its 1994 IPO, and saved 200 jobs at Brüel & Kjær Vibro in Germany.

He later led turnarounds at private manufacturers, including Janos Technology, where EBITDA rose 57.5% ahead of a nine-figure liquidity event and Fortune 250 acquisition, and PremaTech Advanced Ceramics. He co-founded and served as president of Strategic Path and Engineering, Inc., a private startup and turnaround firm.

A former Adjunct Professor of Lean Six Sigma at Quinsigamond Community College, Dwighd has served on corporate, nonprofit, and higher-education advisory boards in Maryland and Massachusetts. Since 2018 he has been Chief Experience Officer of CEO Experience, which helps Christian CEOs develop their leadership teams, and he launched a grant-funded ESOL community program.

A private pilot with an instrument rating, a sailor, and a lifetime member of the U.S. Chess Federation, Dwighd is bilingual in English and Spanish.

SELECTED PUBLICATIONS

Delgado, Dwighd. "Building a Company Culture Assessment." Edited by Ken Gosnell. *CXP Executive Retreat Guide*, no. 98 (February 2026): 8–14.

———. "Universal Fixturing System Reduces Downtime in Your Inspection Process." *Tooling & Production*, September 2018.

———. "The Value of a Leaner, More Productive Inspection Process." *Quality*, June 2018, 38–41.

———. "QFD Killed My Pet (Project)." Paper presented at the 13th International Symposium on Quality Function Deployment, Baltimore, MD, 2007.



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