

MANUFACTURING AND OPERATIONS EXECUTIVE Coatings, Specialty Chemicals and Refining

I am a manufacturing and operations professional with experience in specialty chemicals, coatings and refining. My track record is one of delivering improved safety, service and quality while lowering operating costs and working capital requirements. My background includes international multi-site management and EHS&S excellence with a focus on continuous improvement. I have experience in purchasing and supply chain management, health and safety systems, acquisition integration, project management and quality systems. I am data driven in my decision making and am adept at developing both strategic and tactical solutions to complex problems.

Selected Career Accomplishments

- ▣ **Continuous Improvement:** Led Six Sigma improvement projects, delivering \$1MM per year in operational cost reductions at International Paint. Utilized Six Sigma to develop goal setting and results measures processes for business at DA Stuart.
- ▣ **Strategic Planning and Execution:** Developed and implemented manufacturing strategies at both DA Stuart and International Paint that rationalized manufacturing footprint. These projects resulted in on time savings of \$3MM and ongoing savings of \$4MM annually. Performed analysis of barge fleet that resulted in a move from utilizing owned assets to leased assets freeing \$9MM in working capital.
- ▣ **Organizational & Analytical Skills:** Served as integration manager for DA Stuart following acquisition by Houghton International. Redesigned inventory reporting and accounting systems at Merichem to support business needs that improved inventory accuracy and reduced Inventory write-offs. Managed quality systems team at International Paint to implement SPC tracking of incoming raw materials and to implement Gauge R&R programs in quality control departments.
- ▣ **EHS&S Expertise:** Led development of integrated HSE management system at International Paint, with Houston site receiving Akzo Nobel's 2003 HSE award for best HSE program. Drove changes at Merichem's Catalyst Plant that resulted in superior EHS&S performance. Assisted with revitalization of EHS&S within Merichem.
- ▣ **Purchasing and Supply Chain:** Led purchasing department to deliver over \$1.3MM in annual savings at DA Stuart. Implemented forecasting software package to track monthly product demand that integrated with ERP system to reduce working capital \$4MM. Negotiated major material supply agreement saving \$500K annually.
- ▣ **Project Management:** Managed construction and startup of \$20MM plant expansion with no adverse impact to service levels or inventories - completed expansion inside of existing facility, requiring two units to operate simultaneously. Project manager for Oracle ERP system upgrade and enhancement - one year, \$6MM project that was delivered on time, on budget and with outstanding quality scores. Integrated acquisitions into existing operations without decline in service/quality.

Capabilities and Skills

Dedication to Safety
Quality Management
Multi-Site Management
Supply Chain Management
Statistical Process Control
Environmental Management
Purchasing Management
Change Management

Cost Control
ERP Systems
Capital Projects
Financial Acumen
5S
Strategic Planning
Tactical Execution
Lean

International Business
Acquisition Integration
Transportation Systems
Corporate Officer
Continuous Improvement
Project Management
Six Sigma
Process Safety Management

Career History

MERICHEM COMPANY, Houston, TX – privately held specialty chemical manufacturer, chemical service provider and technology company with annual sales of \$125 million.

Corporate Operations Director, 2012 – 2016 - Managed Manufacturing, Purchasing and site operations.

Assistant General Manager, 2009 – 2012 – Managed Manufacturing and Customer Service/Logistics groups.

- ▣ Implemented ISO-9000 Quality Management System.
- ▣ Led manufacturing site through multiple challenges in material supply amid declining market conditions. Implemented cost control measures that kept costs flat. Developed additional market/manufacturing opportunities to utilize site capabilities.
- ▣ Redesigned inventory reporting and accounting systems to support business needs. Improved inventory accuracy and reduced Inventory write-offs.
- ▣ Implemented Purchasing System controls including policies, standardized Terms & Conditions and RFQs.
- ▣ Negotiated major material supply agreement saving \$500K annually.
- ▣ Drove changes at Catalyst Plant that resulted in superior EHS&S performance. Assisted with revitalization of EHS&S within the organization.
- ▣ Project manager for Oracle ERP system upgrade and enhancement. One year, \$6MM project was delivered on time, on budget and with outstanding quality scores. Conceived, designed and led teams in re-engineering BU wide business processes.
- ▣ Developed and implemented strategies to consolidate logistics asset leases that saved over \$250K annually.
- ▣ Rationalized rail car fleet; implemented strategic plan for rail car leasing that improved availability and reduced overall cost. Improved rail car turns over 25%.
- ▣ Performed analysis of barge fleet that resulted in a move from utilizing owned assets to leased assets. Freed \$9MM in working capital.
- ▣ Developed capital planning and approval process using Six Sigma; managed capital budget for overall business.

D. A. STUART COMPANY, Warrenville, Illinois – privately held chemical manufacturer with annual sales of \$180 million.

Vice President, Global Operations, 2006-2009

Managed global operations team with sites in the US, Canada, UK, Germany, and China. Oversaw five direct reports as part of 100-person operations team. Responsible for manufacturing, inventory control, engineering, customer service, supply chain/purchasing as well as health, safety and environmental (HSE). Reported to CEO.

- ▣ Developed and implemented strategies to consolidate global manufacturing resulting in annualized savings of \$2.5MM and one time savings of \$3MM.
- ▣ Reduced overall operating expenses over \$0.8MM in 2007.
- ▣ Led global purchasing department to deliver over \$1.3MM in annual savings.
- ▣ Reorganized customer service department to provide improved service to internal and external customers.
- ▣ Utilized Six Sigma to develop goal setting and results measures processes for business.
- ▣ Key member of MRP implementation team. Led operations team to an efficient on-time, go-live of JD Edwards ERP system and WERCS compliance program.
- ▣ Served as integration manager for company following acquisition by Houghton International.

INTERNATIONAL PAINT, Houston, Texas – world's largest manufacturer of marine, protective and yacht coatings with annual sales of \$200 million in the Americas and \$1 billion globally. A division of Akzo Nobel.

Vice President, Operations, Americas, 1999-2005

Directed 215-person manufacturing operation, managing two sites in the US and one in Brazil. Oversaw manufacturing, inventory control, engineering, purchasing, HSE and quality management/quality systems. Managed \$16MM operational and \$3MM capital budgets. Reported to CEO.

- ▣ Managed construction and startup of \$20MM plant expansion with no adverse impact to service levels or inventories. Completed expansion inside of existing facility, requiring two units to operate simultaneously.
- ▣ Led Six Sigma improvement projects, delivering \$1MM per year in operational cost reductions. Delivered these two projects in 16 weeks.
- ▣ Developed and implemented program to consolidate manufacturing from two North American plants into one location, saving \$1.2MM annually.

- ▣ Led development of integrated HSE management system, with Houston site receiving Akzo Nobel's 2003 HSE award for best HSE program.
- ▣ Managed quality systems team to implement SPC tracking of incoming raw materials and to implement Gauge R&R programs in quality control departments.
- ▣ Integrated acquisitions into existing operations without decline in service/quality.
- ▣ Member of four person steering team charged with implementing Six Sigma in Americas sBU. Served on global pilot program that preceded rollout to the Americas.

Supply Chain Manager, 1994-1999

Built comprehensive supply chain group from ground up. Held responsibility for all production scheduling, inventory management, forecasting and purchasing in multi-plant, international environment.

- ▣ Implemented forecasting software package to track monthly product demand. Integrated with ERP system to reduce working capital \$4MM.
- ▣ Strategic member of four-person team that conceived, developed, and obtained approval for \$20MM plant expansion.
- ▣ Member of five person ERP implementation steering group, with responsibility for all operations and inventory processes. Successfully implemented all modules on time and in multiple sites with no system downtime.

Plant Manager, 1992-1994

Plant Superintendent, 1990-1992

Education

UNIVERSITY OF HOUSTON, Houston, Texas - **M.B.A.**

UNIVERSITY OF HOUSTON, Houston, Texas - **B.A. Chemistry**

UNIVERSITY OF HOUSTON, Houston, Texas – **Post Baccalaureate work in Chemical Engineering**