

MARK A. STURHANN

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LEAN MANUFACTURING INNOVATOR & CULTURAL CHANGE SPECIALIST

Professional with 25+ years of operational experience implementing World Class Manufacturing, Global Supply Chain development, Engineering, and Employee development while still meeting sales & profitability goals, both ethically, and with integrity, in a work-safe environment

AREAS OF EXPERTISE

Organizational Turnarounds (cultural & process) – Lean Manufacturing Implementation – Cost Savings Initiatives – “Hands On” Management – Development of Engineers & Managers into Sr. Level Leaders and Executives – Supply Chain Development – Materials Management – EHS/Facility/Quality Management – Policy & Strategy Deployment

SKILLS AND VALUE

- ❖ Demonstrated driver of cost savings initiatives utilizing procurement, manufacturing & test, quality, and engineering design & process improvements
- ❖ Experience in multiple manufacturing processes—electronics, PCA assembly, mechanical, bonding, cable & harness assembly, molding glass reinforced epoxy, polyurethanes & neoprene, machining, sheet metal fab, welded assemblies
- ❖ Proven change agent, implementing process improvement in all areas of quality, manufacturing, & operations
- ❖ Demonstrated ability to affect fast positive change while still meeting organizational goals and commitments
- ❖ History of working with and developing talent at all levels & cultures into independent, confident leaders
- ❖ Ability to balance and simultaneously drive process improvement at multiple sites that have a direct impact on profitability and ensure adherence to safety, environmental, and ethical policies
- ❖ Ability to “get into the weeds” to teach implementation of assembly & lean processes in all areas of production & test
- ❖ Proven ability to set up cycle counting, run physical inventories, set-up and size kanbans to insure inventory integrity
- ❖ Track record of developing cost effective, quality, & delivery oriented supply chains both domestically and abroad
- ❖ Proven in multiple environments including medical device, aerospace, military, nuclear, and commercial products, in publicly owned, privately owned, & start-up companies
- ❖ Experience working with tight budgets, adding and reducing work force when necessary

WORK EXPERIENCE & ACCOMPLISHMENTS

Vice President of Operations & San Diego Regional Operations

February 2008-February 2019

Teledyne RD Instruments, OceanScience, & Impulse, Poway & San Diego, CA - ~\$100M manufacturer of marine products (surface vehicles, instrument delivery devices, depth rated instrumentation, & depth rated molded cable assemblies & connectors (polyurethane, neoprene glass reinforced epoxy); tasked to implement lean initiatives, cost, and space savings & change from a small company culture to an international competitor - regional role was to insure standardization & achieve cost savings goals

- In the first 3 months at TRDI, led a cross functional team to reduce Sales Order processing time by 22% (895 hrs/year)
- Drove effort that saved >\$300k over 2 years implementing additional instruments to use automated test system
- Led team to spec and procure a hydrostatic pressure test station saving \$450 per test (savings >\$190k first year)
- Worked with design & manufacturing engineering to complete Printed Circuit Assembly functional test project—savings 8000 hrs/year (\$160k direct labor savings)
- Reduced overall inventory from 2008-2018 by a yearly average of 9.2%
- Led an initiative to obtain cost savings \$3.5M across the SD Region over a span of two years (2016-2017) through supplier cost containment and implementation of Helium leak test, which reduced warranty by > \$300k/year, redesigned instrumentation calibration, installed LED lights throughout the plant, drove design changes to sheet metal & machined parts, and replaced End-of-Life components on printed circuit boards.

- Reduced floor space by 18k sq. ft. and product lead time from 6 weeks to <2 weeks through point-of-use kanbans for WIP & raw inventory, vendor managed inventory for hardware, shop supplies, chemicals, etc. This created space to integrate three acquisitions into the facility.
- Replaced hard-copy documentation with online drawings & work instructions to eliminating an ISO9001-2008 major finding once and for all
- Planned and led the technology transfer of a complex instrumentation product line from Massachusetts to California with no business disruption
- Moved newly acquired OceanScience from Carlsbad to Poway facility with no business disruption
- Steering committee member for the implementation of all San Diego Marine to convert ERP system to IFS—this opened the door for shared practices in purchasing, vendor selection, planning, inventory transactions, etc.
- Hands-on implementation of ERP (IFS Shop Floor Workbench) at Impulse to schedule manufacturing builds across the various work centers with visual displays tracking shop order completions & priorities
- Led & trained engineers on manufacturing of products that moved to a facility in Mexico, reducing costs by 41%
- Implemented cycle counting programs and was lead for annual physical inventories reducing physical inventory variance in one year from over \$220K to less than \$50k.
- Hosted multiple Association of Manufacturing Excellence & SoCal Lean tours (annually) to share best practices

Director of Operations

December 2000-February 2008

Dynamic Instruments, Inc. (and Hardy Instruments) - San Diego, CA - ~\$20M Global supplier of Weighing & Dispensing Systems (Hardy), 911 Call Center Systems and Naval Helicopter Balancing Instrumentation - Responsible for all product quality, manufacturing, testing, purchasing, facilities, and budgeting for two companies – Hardy Instruments and Dynamic Instruments, reporting to two presidents of both companies & a member of both companies' Senior Staffs

- Reduced inventory by \$400k in the first 18 months through improved purchasing methods & implementing kanbans
- Reduced overhead manpower from 18.5 to 11 through improved efficiencies, converted buyers to buyer/planners; displaced employees (savings \$220k overhead temp labor and attrition)
- Reduced manufacturing by implementing kanbans, single piece flow, 6S, and visual management, all of which freed up space from 40k to 18k sq. ft. Also combined repair depot with customer service allowing company to move to first floor & sublet 45k sq. ft. of second floor space
- Led a steering committee that reduced redundant procedures by 36% using multi departmental procedures in lieu of individual department processes
- Provided operational data and presented to leaders of Roper Industries, who ultimately acquired the organization
- Led Hardy/Dynamic Instruments operations IFS implementation team following Roper acquisition
- Facility was regularly toured by groups up to fifty AME (Association of Manufacturing Excellence & SoCal Lean Group) to share best practices

Director of Manufacturing

October 1995–December 2000

SeQual Technologies Inc. – San Diego, CA - Start-up medical device company - role was to quickly ramp-up production for a rotary valve (medical device) oxygen concentrator to meet contract obligations. Organization was acquired by Caire, Inc.

- Led the production ramp-up of oxygen concentrators from 15/day to 40/day within two months while maintaining 98% first pass yield at the production test station. Continued to ramp-up per schedule to 80 ATFs/shift over the following 6 months maintaining the same first pass yields
- Led engineering & procurement team that lowered material cost from \$178 to \$103 per oxygen concentrator and assembly time from over 4 hours to 1.4 hours per unit
- Set up a World Class Manufacturing Facility that built product to GMP requirements utilizing single piece continuous flow, just-in-time material at point-of-use, with no in-process inspectors
- Set up single piece flow production line with business partner in Japan, reducing import costs for business partner
- Led team of mechanical engineers to create an industrial oxygen concentrator for water purification in two months
- Designed and developed a High Purity (99%) Oxygen Concentrator for a research agreement with the USAF

EDUCATION & RELATED SKILLS

Bachelor of Science Degree, Mechanical Engineering, San Diego State University, California

MBA, Specialization in Marketing, National University, San Diego, CA

ERP experience using Western Data Systems, Intuitive/Aptean, Manage 2000, Epicor, IFS, and others

Experienced in Excel, Word, PowerPoint, Access DB, Outlook, etc.

Statistical Process Controller Trainer, part time Government Small Business & company Import administrator

REFERENCES AVAILABLE UPON REQUEST