



RICH FIORENTINO

CONTACT

315 941 4775 

rfiorentinojr@yahoo.com 

1304 w2nd st. apt 260 
los angeles, ca 90026

Linkedin.com/richardfiorentino 

KEY SKILLS

Change Agent

Lean Leadership

Strategic Planning

Team Building

Individual & Team Development

Profit Margin Increases

TECHNICAL SKILLS

ISO 13485

21 CFR 820

Toyota Production System

Lean Manufacturing

Six-Sigma

Structured Problem-Solving

Daily Kaizen

PROFESSIONAL PROFILE

Visionary lean operations leader, with 16 years of progressive operations experience, who is well-versed in the Toyota Production System (TPS) and regarded as a change-agent with a strategic and focused approach. Specializes in establishing goals, long-term strategies for optimizing internal operations through lean manufacturing principles and orchestrating cross-functional & collaborative teams that enhance plant safety; optimize quality, customer service & financial results while limiting risk.

WORK EXPERIENCE

MEDTRONIC; CULVER CITY, CA // 2015 - PRESENT

Manufacturing/OpEx Manager (Assistant Plant Manager) // 2015- Present

Supply Chain Manager // 2018 - Present

Recruited as a change agent to optimize & rebuild the operating and management systems to deliver exceptional results on a portfolio of 10 products which are experiencing annual growth rates of approx. 34%. Changed the culture by transforming into an open-office environment organized by cross-functional value stream teams for each product family. Strong focus on individual and team development on lean manufacturing/TPS principles to create engagement and alignment to transform the operations and management system.

- Responsibilities include:

- Overseeing all daily operations of the plant & the value stream teams
 - Direct reports include Manufacturing & Supply Chain departments
- Leading the plant-wide annual goal (Hoshin) setting / business plan process, collaborating with Manufacturing, Engineering, Supply Chain, Quality and Finance to maintain alignment and provide guidance on progress towards our short- & long-term strategic initiatives
- Guiding the plant's EHS program
- Establishing annual operating plan & budgets; P&L accountability
- Managing operational and capital expense budgets
- Teaching, coaching and mentoring the plant personnel in Lean Manufacturing tools and leadership skills

- Realized the following achievements:

- Developed 9 people who were promoted into higher-level positions
- Reduced in-process rework by 95% & scrap by 58% which produced savings of \$483k
- Increased production capacity by 102% without increasing overall headcount which generated a cost avoidance of \$382k
- Reduced inventory by \$496k through lead time reduction & Kanban implementation

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EDUCATION

Associate of Science
Mohawk Valley Community
College
Utica, NY
2009-2011

Masters of Science // Natural
Sciences & Math
Utica College of Syracuse
University, Utica, NY
2007 - 2009

Bachelors of Science// Operations
& Human Resources Management
Utica College of Syracuse
University, Utica, NY
1996 - 1999

PROFESSIONAL ORGANIZATIONS

Association of Manufacturing
Excellence (AME) – Since 2012

Society of Manufacturing
Engineers (SME) - Since 2017

WORK EXPERIENCE *CONTINUED...*

ADVANCED BIONICS; VALENCIA, CA // 2012 - 2015

Continuous Improvement Leader

Recruited to lead a holistic transformation that addressed lean as a management philosophy, operating system and management system to achieve results on a multi-site deployment. Established director level cross-functional leadership committee to provide guidance to the value stream teams who managed the day-today processes.

- Responsibilities included:
 - Conducting training sessions on lean leadership & philosophy at the director and manager level & TPS systems such as value, waste, just-in-time, jidoka (stop & fix), pull systems & daily kaizen at the front-line leadership and assembler levels
 - Partnering with R&D and NPI to incorporate TPS elements into manufacturing processes, tool design for 3 new product launches
- Achieved the following results:
 - Reduced scrap and in-process rework by 62% generating savings of \$640k
 - Reduced WIP by 75% providing \$90k in savings
 - Increased production capacity by 27% providing \$560k in cost avoidance
 - Delivered \$3 million in savings by reducing finished goods inventory

COVIDIEN; ORISKANY FALLS, NY // 2006 - 2009

Value Stream Manager

Hired to bring TPS elements into the manufacturing area & establish strategies and goals for the cross-functional value stream team under my leadership.

- Responsibilities included:
 - Managing the daily production processes & leading the manufacturing team and maintenance teams
 - Key member of management team that introduced cross-functional value stream management to the site
- Achieved the following results:
 - Developed 9 people who were promoted into higher-level positions
 - Reduced scrap and in-process rework by 47% realizing savings of \$473k
 - Increased production capacity by 63% providing cost avoidance of \$150K

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CERTIFICATIONS

Six-Sigma Green Belt – Covidien
2007
Lean Gold Certification – SME
In-progress

WORK EXPERIENCE *CONTINUED...*

BANK OF NEW YORK MELLON; ORISKANY, NY // 2000 - 2006

Section Manager Major Exports/GFT 2005 - 2006

Production Coordinator 2002 - 2005

Document Examiner 2000 - 2001

Hired to transfer the export letter of credit processing from Manhattan to Upstate, NY and establish a new operating system for the product.

- Responsibilities included:
 - Overseeing export and government-financed-transaction letters of credit for the bank's largest 50 multinational clients with annual revenue exceeding \$50 million
 - Introduced TPS elements such as single-piece flow, just-in-time & cellular manufacturing methods into the business processes which provided brilliant results
 - Re-writing all SOPs for Export Letters of Credit, working with corporate software development to create a new letter of credit processing system, conducting training classes for re-distribution of talent within the organization, partnering with the US Treasury Department on special transactions and representing the Bank on the International Chamber of Commerce Uniform Customs and Practice for Documentary Credit revision update to UCP600
 - Revolutionizing the training and career development paths for the Export Letter of Credit Department
 - Providing exemplary levels of service to the clients to facilitate their international trade transactions and financing needs
- Achieved the following results:
 - Developed 23 people who were promoted into higher-level positions within the organization and with external clients
 - Reduced in-process rework by 60% realizing savings of \$138k
 - Increased production capacity by 123% providing cost avoidance of \$207K
 - Awarded "Best Trade Services Provided" from Trade Finance Magazine 3 years in a row (2005-2007) voted on by our trade-financing bank peers. 2005 was our first time in history receiving the award.