

NATALIE CAUDILLO

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SUMMARY

Dynamic leader with proven performance across multiple disciplines. Process innovator with extensive experience in building, leading, managing, and improving operational business units to increase productivity, profitability, employee engagement, service and quality. High learning agility combined with strong quantitative and qualitative abilities acquired from work experience and MBA.

EXPERIENCE

Alcon Laboratories, a Novartis Company, Irvine, CA (02/11-07/19)

Held key leadership positions for Novartis' Surgical Instrumentation business unit, Alcon, with over \$11B in annual sales.

Strategic Project Head, Global Technical Services & Support (12/18-07/19) *Lead process improvement projects and programs within Global Technical Services in order to improve customer satisfaction and reduce costs.*

- Evaluated the cost and benefit of different projects to maximize efforts, focus teams, and determined priorities.
- Implemented standard processes for the repair of over 3,000 refurbish devices; increased capacity by 33% and reduced quality returns by 25%.
- Created a dynamic staffing model improving the fill rate by 15%; model duplicated at Global Affiliate Warehouses in Asian, Latin America and Europe.
- Lead workshops and counseled different departments to bolster a culture of LEAN and Six Sigma Principles with a focus on continuous improvement.

Supply Chain Senior Manager (Contractor through ProUnlimited) (09/17-12/18) *Managed day-to-day activities for Alcon's Surgical spare parts supply chain while implementing SAP from JD Edwards for over 3,500 skus.*

- Managed and executed a process and layout overhaul of the spare parts warehouse in three months; improved flows, reduced movements, improved inventory accuracy and reduced headcount requirements by 3 full time associates.
- Developed a process for field engineers to perform quality assessments and inventory controls for remote inventory; managed the return of over 20,000 parts from 150 domestic engineers, valuing over \$10M.
- Created a robust cycle count process and implemented controls for inventory management working with Novartis Financial Control Management and Price Waters Coopers; exceeded 99% accuracy rates for quantity and value.

eDHR Project Manager (Contractor through ProUnlimited) (02/17-06/17) *Evaluated the potential development of an electronic device history record for Alcon's manufacturing sites.*

- Determined the risks and rewards of implementing an MES system as part of Alcon's larger SAP integration and presented proposed options to Alcon's Senior Management; project was postponed to post SAP implementation.

Site Strategic Project Manager (01/15-07/15) *Initiated, led, and managed multiple projects to align with both Alcon and the Irvine Technology Center's strategy and mission.*

- Established Site Mission Statement and five-year site strategy based on core competencies.
- Lead Senior Leadership team to develop a make/buy model to evaluate current and future products for the Irvine Manufacturing Site based on Total Cost of Ownership modeling.
- Developed an End of Life strategy for Consumables manufacturing; led a cross functional team from Sales, Marketing, R&D, Sales & Operations Planning, Regulatory, Engineering and Quality across multiple sites resulting in a decrease of manufactured skus from 193 to 8.
- Evaluated moving multiple lines to contract manufactures in Mexico; negotiated pricing and contracts.

Technical Operations Production Manager, Manufacturing (04/13-01/15) *Responsible for all aspects of manufacturing for two product families (Medical Devices) with multiple skus in a fast-paced technical environment.*

- Executed multiple Kaizens to reduce cycle time by 2.5 days for handpiece manufacturing and reduce the labor content by 65%, netting \$1.1 million in annual cost savings.
- Led a team of 75 employees to support day-to-day manufacturing to ensure the highest quality standards while maximizing labor and output efficiencies; 3 of the 7 exempt reports were promoted resulting from strong coaching and development plans.
- Managed the design, building and validation of Class 7 controlled area; ensured compliance to all ISO/GMP/QSR standards by implementing process controls and monitoring KPIs.
- Recipient of the prestigious Alcon Outstanding Achievement Award (04/2014).
- Selected to achieve Novartis' Masters Quality Certification (1 of 12 people from Alcon's 122,000 employees); completed in 2014.

Quality Engineering Manager, Customer Experience & Complaint Investigations (06/11-04/13) *Directed 30 engineers and support staff to ensure product complaints were effectively documented, investigated and corrective actions initiated and executed when warranted (~800/month).*

- Executed a continuous improvement event which revamped the complaint process and increased productivity by 40% per engineer, reduced cycle time from 56 to 21 days, and increased effectiveness by resulting in more root causes, corrective and preventative actions by 25%, benefiting both the business and the customer.
- Recruited, trained and developed over 20 full time engineers who became the talent pipeline for the entire organization including 2 RADAR participants.
- Coordinated a large-scale backlog reduction, achieving the lowest number of investigations in progress in four years by implementing process controls and realigning the team based on skills and talents.
- Achieved Novartis/Alcon's Continuous Improvement Certification, Green Belt for \$350,000 in annual savings.
- Novartis Investigation Certified Trainer (2013) and ASQ Certified Biomedical Auditor (2012)

Continuous Improvement Management Consultant (02/11-06/11) *Managed a process overhaul across multiple warehouses achieving improved effectiveness, efficiency and compliance.*

- Designed and implemented process and layout improvements for Alcon's surgical franchise warehouse to improve inventory accuracy (increased by 18%), decrease cycle times (25% reduction) and increase picking rates (16% increase).
- Created step-by-step standard operating procedures and process flow maps for all key job functions, incorporating LEAN and Six Sigma principles which allowed for enhanced training and cross rotations.

McMaster-Carr Supply Company, Los Angeles, CA (01/05-02/11)

Responsible for managing various aspects of operations for a multi-national industrial supply distributor with over \$3 billion in annual revenue.

Distribution Center Senior Manager (08/10-02/11) *Promoted to lead 60 non-exempt and five exempt supervisors to process 5,000 product receipts daily.*

- Increased receiving capacity by 5% by eliminating unnecessary material handling.
- Leveraged technology to reduce handle times by 20% by implementing a work-in-process tracking system.

Sales Manager, Text Contact Center (01/09-08/10) *Lead 30 non-exempt and three exempt supervisors to process 3,500 orders daily.*

- Tasked with bringing the lowest performing department in the company to consistently meet baseline standards; Improved orders processed within 10 minutes from 58% (company worst) to 98% (company best) by creating a standard order entry process.
- Designed and implemented a feedback recording system; improved accuracy to a record low of 0.05% of total items entered.

Human Resources Manager, Sourcing, Recruitment and On-Boarding (08/07-01/09) *Responsible for leading a team of HR professionals to recruit, interview, hire and on-board for all areas of the West Coast facility (responsible for hiring over 150 new employees.)*

- Designed, implemented and presented a series of management-training programs to facilitate understanding of employee relations, diversity issues, employment law, recruiting, and organization development for front line supervisors to senior management. Program used as a cornerstone for employee retention and increased employee morale.
- Reduced turnover rate by 30% to an all time low of 10% for the permanent full-time positions.
- Achieved Professional in Human Resource Certification Michigan State University (2008)

Business Expansion Manager (02/07-08/07) *Selected as a member of an elite team to create, design, and implement a five-million-dollar warehouse expansion.*

- Implemented layout improvements that reduced Distribution staff by 25% to 350 employees and increased accuracy of outbound shipping system by 50%.

Shipping Manager (10/05-02/07) *Lead 40 non-exempt and three exempt supervisors to process over 15,000 shipments a day in a two million square foot warehouse.*

- Created and managed a \$1.5 million shipping materials budget, cutting annual shipping costs by \$350,000.

Parcel Packing Supervisor (01/05-10/05) *First in class of 20 to be promoted to supervisor with 15 direct reports.*

- Successfully ran day-to-day operations; promoted to Manager level in 10 months when company transition points are typically two to three years.

EDUCATION

University of California, Irvine, Masters of Business Administration
Paul Merage School of Business, 2010

University of California, Berkeley, Bachelors of Science, Business Administration
Haas School of Business, 2002

- Cum Laude, Dean's List all eight semesters