

**Manufacturing and Operations Leader** achieving improvements in service, quality and safety, while optimizing resources through strategic leadership, strong financial acumen, and integrated operations, technology and systems solutions. Built a reputation for embedding safety into processes and driving organizations to embrace EHS as part of the culture. Championed development of best-in-class manufacturing and supply chain operations. Successful in leading multisite operations with international scope and functional oversight.

- **Strategy Development and Execution:** Rationalized manufacturing footprint, consolidating sites and achieving multimillion-dollar annual savings (DA Stuart and International Paint). Analyzed barge fleet assets and negotiated leased arrangements that freed up \$9M in working capital.
- **Operations Leadership:** Led global operations overseeing manufacturing, supply chain, HSE and customer service, and providing leadership to teams in Brazil, Canada, China, Germany, the UK and the US. Integrated acquisitions into existing operations without impacting service or quality (International Paint and Stuart).
- **Continuous Improvement:** Leveraged expertise in Six Sigma methods to slash operational costs, increase site productivity and improve process effectiveness. Led the first Six Sigma events in the Americas and delivered \$1M in annual cost reductions (International Paint). Managed teams at International Paint implementing SPC tracking of incoming raw materials and Gauge R&R programs in quality control department.
- **Environmental Health and Safety (EHS):** Received AkzoNobel's HSE Award for leading development of an integrated HSE management system and achieved superior EHS&S performance at the Merichem Catalyst Plant.
- **Project Management:** Orchestrated a \$20M plant expansion within an existing facility without negatively impacting service levels, inventory or operations. Led and completed \$6M Oracle ERP system upgrade and enhancement on time and with outstanding quality scores.
- **Purchasing and Supply Chain:** Changed strategy, treated raw materials as global commodities, and delivered \$1.3M in annual savings (DA Stuart). Reduced working capital \$4M by implementing forecasting software package to track monthly product demand.
- **Change Management:** Member of steering team managing the implementation of Six Sigma throughout International Paint's Americas sub Business Unit. Drove best-in-class manufacturing at International Paint's Houston Plant. Aligned individual and department goals with business strategy through an integrated KPI reporting system at DA Stuart.
- **Organizational and Analytical Skills:** Led Manufacturing Integration teams following acquisition by Houghton International and AEA Partners. Chaired purchasing integration team for DA Stuart and Houghton that blended North American and European Purchasing Organizations.

### Leadership, Manufacturing and Quality Expertise

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|---------------------------|---------------------------------------|---|
| ▪ International Business  | ▪ Team Leadership   Development       | ▪ Six Sigma   Lean   5S Methods             |
| ▪ Multisite Operations    | ▪ Budget Development   Administration | ▪ Quality Management Systems                |
| ▪ Operations Management   | ▪ Cost Avoidance   Reduction          | ▪ ERP   Transportation Systems              |
| ▪ Acquisition Integration | ▪ Inventory Planning   Control        | ▪ Contract Management                       |
| ▪ Capital Projects        | ▪ Performance Measurement             | ▪ Specialty Chemicals   Coatings   Refining |
| ▪ Customer Service        | ▪ Process Safety Management           |   |

### Developing Strategies that Improve Operational Performance, Reduced Costs and Optimize Resources

**MERICHEM COMPANY**, Houston, TX

*A privately held specialty chemical manufacturer, chemical service provider and technology company with annual sales ~\$125M.*

2009 – 2016

**CORPORATE OPERATIONS DIRECTOR** (2012 – 2016)

**ASSISTANT GENERAL MANAGER** (2009 – 2012)

Hired as part of team to drive change and grow the business; later promoted to manage manufacturing, purchasing and site operations. Championed projects focused on improving operations and driving down costs.

- Re-established ISO 9000 Quality Management System.
- Identified and secured opportunities to increase facility utilization, while minimizing costs during periods of declining market conditions and material supply challenges.
- Increased inventory accuracy, improved product cost calculations, and reduced write-offs with a redesigned inventory reporting and accounting system.
- Instituted formal purchasing system controls, including policies, standard terms and conditions, RFQs, approvals, and processes for ongoing maintenance.
- Revitalized the Environmental Health and Safety organization within the Catalyst Plant and achieved significant improvements. Served as advocate providing guidance and influencing a change in organizational culture.
- Served as Project Manager for \$6M Oracle ERP system upgrade completed on time, on budget and with outstanding quality scores.
- Designed and executed strategies consolidating logistics asset leases and saving \$250K annually. Restructured rail car fleet leases and improved rail car turns >25%, while reducing overall costs.
- Released \$9M in working capital by analyzing barge history, securing build versus lease quotes, and negotiating vendor agreements that included maintenance.
- Revamped the capital planning and approval process using Six Sigma, taking out nonvalue-added steps and making it more effective and efficient.
- Executed purchasing strategy that balanced Business Unit needs with corporate oversight requirements.
- Negotiated major material supply agreement saving \$500K annually.
- Modified Purchasing Card Program, establishing rigid controls and streamlined card services.

**DA STUART COMPANY**, Warrenville, IL

2006 – 2009

*A privately held chemical manufacturer acquired by Houghton International.*

### **VICE PRESIDENT, GLOBAL OPERATIONS**

Provided leadership to global operations, including manufacturing, engineering, inventory, supply chain, HSE and customer service with sites in Canada, China, Germany, the UK and US. Reported directly to the CEO.

- Developed and executed consolidation strategies for global manufacturing, achieving annual savings of \$2.5M and one time savings of \$3M.
- Revised purchasing strategies, treating raw materials as global commodities, renegotiating contracts, instituting peer pricing, and delivering \$1.3M in savings (2007 and 2008).
- Reduced overall operating expenses by >\$800K (2007).
- Restructured the customer service department, strengthening relationships by creating teams of service reps with sales, changing ERP system for easier order entry, and improving overall customer experience.
- Developed integrated goals and three-tiered metrics utilizing Six Sigma methods for new team to drive focus on business objectives, customer service and quality.
- Influential member of MRP implementation team leading the on-time go-live of JD Edwards ERP system and WERCS compliance program.
- Member of Executive team that led sale of company in 2008. Managed manufacturing and operations presentations and due diligence. Negotiated elements of the sale agreement.
- Led Manufacturing Integration groups following acquisition by Houghton International and AEA Partners. Implemented programs integrating European and North American purchasing groups to maximize cost savings.
- Developed rationalization program for European and North American manufacturing sites.
- Reorganized customer service to provide improved service to internal and external customers.

**INTERNATIONAL PAINT**, Houston, TX

10+ Years

*A division of AkzoNobel, a leading global paints, coating, and specialty Chemicals Company with operations in ~ 80 countries.*

### **VICE PRESIDENT, OPERATIONS, AMERICAS**, 1999 – 2005

Promoted to manage two sites in the US and one in Brazil, overseeing manufacturing, engineering, inventory control, purchasing, HSE and quality management. Administered a \$16M operational and \$3M capital budget. Steering committee team member implementing Six Sigma in the Americas. Reported to CEO.

- Upgraded an old plant in a strategic location by leading a \$20M expansion within the existing facility without disrupting operations or service levels.
- Led Six Sigma projects in the Americas (first ever in company) that delivered operational cost savings of \$1M per year, including two within 16 weeks. Removed inefficiencies and improved uptime on packaging lines.
- Saved >\$1M per year by consolidating two North American manufacturing plants in one location.
- Spearheaded an integrated HSE management system covering office, plant and field employees working in hazardous environments – won the AkzoNobel HSE Award (2003).
- Implemented SPC tracking of incoming raw materials and Gauge R&R programs – increased measurement accuracy, facilitated supplier evaluation, and improved product turn and plant efficiency.
- Integrated two acquired businesses into the existing operations without decline in service or quality.
- Implemented program reducing batch sizes 25% and improving customer service and inventory turns.
- Conceived and launched pilot program to automate manufacturing cells. Project reduced manufacturing cycle times and improved right-first-time quality.

**Additional Experience with International Paint****Supply Chain Manager • Plant Manager • Plant Superintendent**

- Promoted to establish the supply chain organization from the ground up, including production scheduling, inventory management, forecasting and purchasing. Created an effective and cohesive organization supporting multiplant international operations.
- Reduced working capital \$4M by implementing forecasting software to track monthly product demand integrated with ERP system.
- Crucial member of the team that envisioned, developed and secured approval for a \$20M plant expansion.

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**Education****MBA****Post-Baccalaureate work in Chemical Engineering****BA, Chemistry**University of Houston, Houston, TX

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