

GUY SULLAWAY

3510 Deerwood Ln • Missouri City Texas 77459
(630) 605-0757 • guy@guysullaway.com
web site – guysullaway.com

CORE COMPETENCIES

Process Improvement: A track record of delivering projects with substantial savings and process improvements in short time. Trained in Six Sigma.

Strategic Planning and Execution: Possesses a proven history of success in developing and implementing strategies to meet supply chain demands driven by markets and regulations.

Organizational & Analytical Skills: Utilizes engineering background and technical skills in combination with 30 years of manufacturing & supply chain background to analyze issues and develop action plans.

EXPERIENCE

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 **Assistant General Manager**, 2009 – 2012

Manage Manufacturing and Purchasing; execute special projects as requested.

- ▣ Drove changes at Catalyst Plant that resulted in superior EHS&S performance. Assisted with revitalization of EHS&S within the organization.
- ▣ Implemented ISO-9000 Quality Management System.
- ▣ 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.
- ▣ Championed Business Reporting using Oracle's Business Intelligence reporting tool.
- ▣ Negotiated major material supply agreement saving \$500K annually.
- ▣ One year assignment to lead implementation of Oracle ERP system upgrade and installation of new modules. \$6MM project 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 \$250,000 annually.
- ▣ Rationalized rail car fleet; implemented strategic plan for rail car leasing that improved availability and reduced overall cost.
- ▣ Completed analysis of barge fleet that resulted in a move from utilizing owned assets to leased assets. Freed \$9MM in working capital.

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 \$2,500,000 and one time savings of \$3,000,000.
- ▣ Reduced overall operating expenses over \$800,000 in 2007.
- ▣ Led purchasing department to deliver over \$1,300,000 in savings globally in both 2007 and 2008.
- ▣ Reorganized customer service department to provide improved service to internal and external customers.
- ▣ Utilized Six Sigma processes to lead executive team through goal setting exercise, providing focus in strategic planning.
- ▣ 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 – worlds 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 \$16,000,000 operational and \$3,000,000 capital budgets. Reported to CEO.

- ▣ Managed construction and startup of \$20,000,000 plant expansion without adverse impact to service level/inventories. Completed expansion inside of existing facility, requiring two units to operate simultaneously.
- ▣ Led Six Sigma improvement projects, delivering \$1,000,000 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 \$1,200,000 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.

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 \$4,000,000.
- ▣ Strategic member of four-person team that conceived, developed, and obtained approval for \$20,000,000 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. & BA Chemistry**