

## OPERATIONS EXECUTIVE

**Building & Leading World-Class Manufacturing & Distribution Organizations**  
**Lean Manufacturing • Six Sigma (Black Belt) • Continuous Process Improvement**

Repeatedly turned around unprofitable operations and delivered continuous improvement in process, cost, quality, safety, and productivity. Achieved “impossible” performance improvements in demanding industries by clearly communicating vision, instilling team culture, and igniting competitive drive. Drove major projects, programs, and initiatives from planning through tactical execution; mastered advanced methodologies, processes, and technologies and aligned change efforts with business goals.

## EXPERIENCE AND ACHIEVEMENTS

**BIGBOX, INC.**, Baltimore, MD

2004–Present

**Operations Manager / Six Sigma Black Belt**

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**Drove measurable performance improvements in the operation of BigBox’s 1-million-sq.-ft. distribution center, supporting corporate imperative to slash operating costs that resulted in BigBox’s first quarter of profitability and set the stage for continued profitable growth.**

Manage productivity, safety, and quality for distribution center employing more than 350 during peak seasonal production. Lead Black Belt projects and mentor Green Belt teams to drive continuous-improvement initiatives deep into operational structure.

- Created a daily planning model and performance-review process to focus improvement activities on performance gaps. Increased throughput per labor hour **33%** and order accuracy **44%**.
- Quickly boosted order-picking productivity **12%** by establishing performance expectations and associate accountability.
- Led 2 DMAIC Black Belt projects that delivered savings of **\$260K**, reduced errors by **50%**, and found a permanent solution for a recurring problem—subsequently applied at 3 national distribution sites.
- Developed an innovative learning-curve model that accurately predicted productivity of temporary associates hired for peak holiday season. Deployed across all 3 shifts for entire operation—enabled JIT staffing to meet high-volume delivery goals with **zero** overtime and **52%** improvement in inventory accuracy over prior year.

**KLEIN AUTO SYSTEMS**, Baltimore, MD

1992–2004

**Program Group Manager, Climate Systems Division, 2000–2004**

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**Turned around unprofitable business unit, aggressively applying Lean Manufacturing and Six Sigma (DFSS, DMAIC, DFM/A) methodologies to reduce costs and increase both productivity and profitability in a QS 9000 production environment.** Managed P&L, new business development, product development, manufacturing engineering, strategic planning, and sales forecasting for \$60MM, 300-employee division producing climate-control systems for major automotive accounts.

- Slashed production costs for existing products; landed new business; reconfigured line from batch to lean continuous flow for greater productivity. Results:

	<i>Sales</i>	<i>Pretax Net Profit</i>	<i>Models Assembled</i>	<i>Inventory Turns</i>
<i>1996</i>	<b>\$12.6MM</b>	<b>(3.4%)</b>	<b>4</b>	<b>36</b>
<i>1999</i>	<b>\$16.7MM</b>	<b>10.4%</b>	<b>4</b>	<b>64</b>
<i>2003 Plan</i>	<b>\$31.8MM</b>	<b>23.4%</b>	<b>8</b>	<b>100+</b>

**Program Group Manager, Climate Systems Division, KLEIN MANUFACTURING, continued**

- Eradicated #1 cause of expansion-device warranty claims and shaved **10%** off warranty costs.
- Provided organizational leadership to downsizing initiative, driving **\$2MM (15%)** from operating cost per year with minimal effect on customer satisfaction.
- Prepared and presented numerous sales and technical presentations. Led team presentation to the division's largest customer that secured new programs valued at **\$32MM**.
- Landed and successfully launched multiple programs for customers such as Daimler-Chrysler, GM, Ford, Peterbilt, Kenworth, International, John Deere, and JCB.

**Program Manager, Off Highway Group, 1997–2000**

**Restored profitability, steadily improved operating performance, expanded market penetration, and diversified product offerings for sustainable growth. Completed training at Toyota Supplier Support Center and introduced Lean Manufacturing to the Group.**

Led a team of 7 in new business development, manufacturing engineering, customer service and sales forecasting; accountable for P&L.

- Added **\$1.6MM** to the bottom line; improved product throughput **46%** with only **25%** increase in labor; **eliminated** production set-up time.

	<i>Sales</i>	<i>Pretax Net Profit</i>	<i>Models Assembled</i>	<i>Model Families</i>	<i>Average Lot Size</i>	<i>Productivity</i>
1993	<b>\$6.2MM</b>	<b>(9.3%)</b>	<b>3</b>	<b>2</b>	<b>7.4</b>	<b>79%</b>
1996	<b>\$10.1MM</b>	<b>10.1%</b>	<b>10</b>	<b>6</b>	<b>6.4</b>	<b>95.1%</b>

- Earned sole-supplier status with John Deere and built construction-equipment business from **\$0** to **\$3MM** yearly.
- Eliminated an unprofitable OEM product line after aggressive attempts to revitalize the line were unsuccessful. Maintained favorable relationship with the customer.

**Engineering Manager, 1996–1997**

Managed 3-person staff in system design, development, testing, manufacture, and commercial input. Served as primary customer contact in landing **\$1.3MM** in sales and a new customer for the division.

**Senior Design Engineer, 1994–1996**

Spearheaded product redesign of an existing HVAC system for a key account. Reduced part count **40%** through DFM/A techniques and achieved **\$900K** annual cost reduction.

**Manufacturing Engineer, 1992–1994**

Developed and installed manufacturing processes for 4 new products.

**EDUCATION**

Black Belt, 2004  
MBA, 1997  
BS Operations Management, 1992

BigBox, Inc.  
Loyola of Baltimore  
University of Maryland