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## Client

555-555-5555  
name@email.com

Address  
City, State Zip Code

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### CHIEF OPERATING OFFICER

*Customer- and quality-focused business executive who provides the strategic vision and leadership that drive operational process, productivity, efficiency and bottom-line improvements at multi-site manufacturing organizations.*

Expert in combining financial and business planning with tactical execution to optimize long-term gains in performance, revenues and profitability. Breadth of experience in quality and manufacturing operations, includes lean concepts, Six Sigma, root cause and CAPA analysis, team concepts total preventive maintenance, set-up reduction and standard work. Leadership philosophy promotes employee participation in creative problem solving to contribute to organizational success.

#### Highlights of Core Strengths:

**Change Agent:** Transformed a struggling business unit by using Kaizen principles that slashed hourly costs from \$120 to \$59, boosted on-time delivery from 48% to 97%, increased productivity metrics from 43% to 98% and reduced scrap from \$1.65 million to only \$325,000 – all within 2 years.

**Quality and Customer Champion:** Instituted a Corrective Action Preventive Action (CAPA) and Quality Control Process Control (QCPC) that cut escapes to customers by 45% in 6 months and reduced Material Review Board (MRB) scrap by \$3.4 million.

**Team Builder and Coach:** Boosted productivity 30% in a union operation by listening to root issues, forming teams to troubleshoot problems and by fostering strong relationships among salaried and hourly staff.

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### EXPERIENCE | INITIATIVES | ACHIEVEMENTS

COMPANY, Location  
CHIEF OPERATING OFFICER

2004 – Present

Direct all manufacturing and assembly functions of 15 instruments produced by Brownstone and Worldwide Service. Manage team of 130 plus supplier and buyer relationships. Accountable for \$25 million in OEM sales and \$35 million in service warranties. Implement quality metrics to track business needs and lead diverse projects. Collaborate with R&D on products in development.

- **Rescued an OEM manufacturing operation struggling with declining employee motivation, poor process flow and escalating rework inventory by 34%.** Initiated process improvements, creating a visual factory.
  - 53% reduction in WIP, beating operating costs for 2 quarters.
  - Cost-per-unit decrease of \$100 below goal with instruments now priced at \$434 less than 2004.
  - Excellent finished goods inventory with no backorders.
  - Improved employee knowledge of business operations and streamlined product flow.
- **Spearheaded development and rollout of a global service strategy in the Netherlands.** Establish standard quality metrics, employee training and technical protocols for service upgrades that improved communication and services worldwide.
  - Clipped turnaround time from 38 to 22 days in 6 months with a target goal of 2 days by year end.
  - Decreased turn backs in process by 48% and reduced integration issues by 63%.
- **Initiated physical inventory of MRB material, including \$5.3 million of unused inventory and potential scrap.** Implemented controls for inventory management, created teams to rework inventory and worked with suppliers to resolve issues.

- Cut MRB to \$1.9 million in 6 months with only \$200,000 of scrap; reduced new orders on materials 40%.
  - Established compliant controls on inventory supporting Sarbanes-Oxley.
  - Created more of a “can-do attitude” spirit among employees.
- **Executed daily tracking procedures for cost-of-poor quality, daily production output and financial tracking for instrument costs. Results:**
- Consistent daily production output; average product cost is below budget, optimizing the bottom line; 62% of reduction in run rate.

COMPANY, Location

1986 – 2004

*Fast-track progression to senior-level operations management positions of multimillion-dollar divisions and business units with multiple product lines.*

**GENERAL MANAGER (2001 – 2004)**

Led turnaround of a non-performing operation and brought about a culture change division-wide that focused on product quality and delivery plan execution. Supervised 300 and held P&L accountability for budgeting, sales and asset management. Tasked with new product implementation and growing existing line.

- **Drove sales from \$32 million to \$73 million in 2004 and ROS spiked from 11% to 28% of the business fixed at 15% ROS opportunity with military contracts.**
- Cut average turnaround time (TAT) from 76 days to 18 with on-time delivery percentage ending at 98% through roll out of lean concepts and standardized repair processes.
  - Customer satisfaction ranked 6.3 out of 7.
- **Devised plan that addressed monumental issues with aged material and uncontrolled inventory. Worked closely with other businesses to launch the Unit’s inventory management system and SAP, as one of the first units to implement system company-wide.**
- Led Unit to win recognition as the flagship of all aftermarket businesses in inventory control, as well as achieve the best Sarbanes-Oxley audit in the company in 2003.
  - Wrote off \$5 million in inventory by building cribs and putting controls in place to better manage materials – allowing Unit to become compliant to Price Waterhouse audit criteria.
- **Initiated strategies that improved processes and delivery performance, and reversed losses of \$1,000 per unit delivered – saving a \$17 million military contract in jeopardy.**
- Teamed with the Contracts department to amend a military contract – recouping more money for products serviced.

**BUSINESS UNIT MANAGER (1995 – 2001)**

Brought on board to reduce costs, improve delivery performance and correct major quality issues. Directed a team of 146 and managed \$14 million budget. Cut hourly production costs by \$27 and improved delivery from 53% to 98% by creating a visual factory and established cells in machining areas.

*Prior: Quality Unit Leader*

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## EDUCATION

**Executive MBA - UNIVERSITY OF GEORGIA, Atlanta, GA, 2003**

**B.S., Business Management - UNIVERSITY OF NORTH CAROLINA, Raleigh, NC, 2001**