

## **EXECUTIVE PROFILE**

*Effective and practical individual with proven managerial and leadership abilities in Sales, Marketing, Operations, Logistics, Customer Service and P&L. Successful experience managing changes, as well as first of its type installations of manufacturing equipment, operating systems, and organizational development. Demonstrates excellent planning combined with problem solving and teamwork.*

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## **SELECTED CAREER ACCOMPLISHMENTS**

### **MANUFACTURING & OPERATIONS**

- Reduced the cost of tooling by over 20% and improved the service received for our customers from our suppliers.
- Managed the installation of a new five-color rotary die cutter with LEAN manufacturing capabilities designed into the equipment and the supporting processes.
- Developed a detailed plan for the entire plant's remodeling and expansion. Plan was driven to improve receiving and storage, material flow within the plant, reduce internal product damage, increased shipping capacity and to allow for ongoing growth.
- Reduced the costs per unit by over 10% and maintained that same level of improvement year over year thus turning the operation from being in the red to breakeven and then profitable.
- Directed the 5S program implementation for improvement.
- Identified and deployed focus manufacturing.
- Introduced profitable Fulfillment operations into two converting locations.

### **QUALITY, SAFETY & SERVICE**

- Improved product quality to our customers by putting a formal quality program and measurement system TQM in place with follow-up with employees and customers.
- On time delivery to customers was taken from roughly 75% to 99.7%.
- Selected and introduced the Legendary Service programs for the company.
- Employee safety was greatly improved in both frequency and severity with a required 20 hours of training/education for all employees, which was important to its success.

### **LOGISTICS & CUSTOMER SERVICE**

- Rework both the transportation and warehousing structure to reduce costs by over \$0.5 million per year at one location.
- Reworked the customer service department for faster turnaround time in pricing and order entry as well as improved management of new item development and launch.
- Established measures of customer service from the customers' point of view to determine the effectiveness of the unit.
- Led and interfaced heavily in logistics architecture and the Distribution Center's development projects.
- Led a special project team of employees along with a team of outside consultants in a complete review of the current logistics structure. This resulted in the creation and implementation of a new structure.

**ORGANIZATION DEVELOPMENT & EFFECTIVENESS**

- Built teams, at multiple locations, able to grow the business to fully deploy operating capabilities.
- Installed a labor planning and training review procedure, which was developed as an ongoing employee development process.
- Worked to build a team environment out of a former stand alone family business covering sales, design, pricing, customer service, logistics, manufacturing, human resources and accounting.
- Established a management team to support the business unit covering sales/marketing, R&D, logistics, finance, and manufacturing for the first time in over 10 years.
- Reviewed the entire business to determine its vitality, future direction, and needed capabilities. The resulting plan became the strategy to turning the business around with the negative trend being reversed.
- Directed the transition of the company's logistics process into the new business and modified it to fit the new requirements.
- Balanced the needs of new product development, marketing support materials, and incoming orders with the limited effective capacity available. Communicated the tactical picture to all levels impacted by the process.
- Refined and defined the team structure within the Customer Service Department.
- Directed the installation of a new order entry system from the user's perspective.
- Drove the education and deployment of self-directed work teams within customer service.
- Established measures of customer service from the customers' point of view to determine the effectiveness of the unit.
- Initiated outsourcing labor through D.C. Architecture.
- Defined and implemented company-wide organizational changes. Internalized the changes into the day-to-day operation.
- Managed the installation of a complete ERP system, as well as being installed in record time.

**SALES & MARKETING**

- Developed a market focus based on industry segments related to production capabilities and then did an ABC review of customers based focus, capabilities and profitability.
- Reviewed the entire business to determine its vitality, future direction, and needed capabilities. The resulting plan became the strategy to turning the business around with the negative trend being reversed.
- Spearheaded the clean-up process of the product portfolio by dropping hundreds of SKU's and keeping certain units due to profit and/or market focus.
- Defined major market focus areas resulting in products supported by a related family of items in profitable markets.
- Increased sales even with the loss of the largest customers.
- Visited and educated nearly 100 locations in customer service practices and/or Legendary Service.
- Directed development of the marketing and sales tools.
- Introduced and managed the Customer Satisfaction Survey.
- Restructured the sales management and design management so that they were managed together thus reducing costs and improving market presences.
- Expand our market presences and coverage by hiring new sales people to allow for the growth of the business.
- Put in place a formal return on sales measurement process and a review to improve the cost performance of the sales effort.

## **PROFESSIONAL EXPERIENCE**

### **SELF- EMPLOYED – BUFFALO, NY**

**Real Estate Site Reconstruction & Interim Business Assignments**

2007- Present

### **TEMPLE-INLAND – BUFFALO, NY & MADISON, OH**

**General Manager**

2005-2007

*The 5<sup>th</sup> largest producer of corrugated paper products in North America with over \$4.0 billion in annual sales.*

### **PERFECT FIT GLOVES**

**DIV. OF BACOU-DALLOZ, - BUFFALO, NY**

**Contracted Interim General Manager and Vice President**

2004-2005

*The parent firm, which is based in France, is a large manufacturer of personal protective equipment ( PPE) with roughly \$1.0 billion in sales.*

### **NORAMPAC – BUFFALO DIVISION, - BUFFALO, NY**

**General Manager**

2002-2004

*The 7<sup>th</sup> largest producer of corrugated paper products in North America with over \$1.2 billion in annual sales.*

### **APPLETON PAPERS, INC., - APPLETON, WI**

1978-2001

*Leader in the manufacturing and service of niche coated papers with over \$1.0 billion in annual sales.*

**Director, Specialty Products Business Unit**

**Director, Logistics Coated Free Sheet**

**Director, Customer Service**

**Director, Manufacturing Services Project**

**Plant Manager**

**Industrial Engineering Manager**

**Senior Industrial Engineer**

**Industrial Engineer**

## **EDUCATION**

### **BS Degree – Industrial Technology / Manufacturing Engineering**

*University of Wisconsin-Stout, Menomonie, Wisconsin*

### **BS Degree – Industrial Education**

*University of Wisconsin-Stout, Menomonie, Wisconsin*

### **Associate's Degree – Mechanical Design**

*Fox Valley Technical College, Appleton, Wisconsin*

## **ADDITIONAL TRAINING, EDUCATION AND DEVELOPMENT**

- General Management Program, Three week program, BATUS, Snowmass, CO
- Management Development Program, Two week program, BAT, Chelwood, England
  - MRP II Workshop, R.D. Garwood, Atlanta, GA
  - The Basic Principles For A Collaborative Workplace, Zenger Miller
    - Team Leadership, Zenger Miller
    - Practical Lean Manufacturing, BMA Inc.
  - Business Marketing Strategy, Harvard Business School
- Executive College Quality Program, The Quality College, Philip Crosby Associates
  - Dale Carnegie Basic Course, Dale Carnegie
    - Executive Development Program, Personnel Decisions Inc.
    - Giving and Receiving Constructive Feedback, Zenger Miller
- Manufacturing Excellence Course, David W. Buker, Inc. & Associates
  - Interactive Listening For Salespeople, Learning International
  - Legendary Service Program, Ken Blanchard Companies