

SAMUEL T. ROBIN

ENGINEERING / MANUFACTURING MANAGEMENT EXECUTIVE
START-UPS ■ TURNAROUNDS ■ INTERNATIONAL OPERATIONS

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EXECUTIVE PROFILE

*Revenue & Profit Growth
Strategies/Solutions*

*Operations Reengineering &
Turnaround Management*

*Lean Manufacturing & Six
Sigma Implementations*

Policy Design & Deployment

*Cross-Functional Team
Building & Motivation*

*Start-Up Operations &
International Expansion*

Cost Savings & Avoidance

- **More than 20 years of P&L, operations management, and leadership experience** in manufacturing environments and plants with as many as 600 personnel. Repeatedly successful increasing financial performance, productivity, quality, safety, service, and customer satisfaction. MBA earned with honors from Yale University.
- **Strong champion of Lean Manufacturing and Six Sigma Culture.** Successful in creating Lean, Six Sigma culture within a \$100+ million operation, driving continuous improvement throughout the organization. Utilize performance management metrics to accurately gauge the health of an organization and pinpoint areas for enhancement.
- **Achieved series of quantifiable accomplishments as plant manager** with Acme International, including \$96,000 increase in per-employee revenues, 22% overall equipment efficiency increase to world-class status, customer PPM reduction from 7,000+ to 9, and cost of poor quality reduction from 6.36% of sales to 1.76%.

PROFESSIONAL EXPERIENCE

Acme International, Inc.

(\$3.1 billion global automotive supplier with 52 facilities in worldwide locations. Work in TS16949 and ISO14001 certified Eagan plant supplying North American OEMs, transplants, and exports to Mexico, Europe, and Asia with cast-aluminum steering knuckle, control arms, and subframes. Processes include casting, heat treatment, machining, and assembly.)

PLANT MANAGER, EAGAN OPERATIONS – Eagan, MN (20XX–Present)

Promoted and charged with full P&L responsibility for all functions and activities within plant generating up to \$130 million in revenues. Lead team of up to 9 direct-report managers and up to 600 indirect reports; oversee all operations, accounting, engineering, quality, materials, budgeting/forecasting, and pricing. Consistently lead facility to meet/exceed annual operating plan, 100% on-time delivery, and to achieve high customer satisfaction and quality ratings.

Focus on differentiating business in a cost-competitive market, decreasing PPM from >7,000 to 9 and developing low-cost, flexible manufacturing process that boosted productivity 2-fold. Assumed additional P&L responsibility in 2006 for CAM Mold & Die Division. Assigned to lead various special initiatives, including evaluating potential new sites in Eastern Europe and Asia, starting up new technical facility in Czech Republic, solving operational and delivery issues to stabilize a start up plant, and turning around a money-losing department to breakeven in just 3 months.

Key Challenges & Outcomes:

Strengthened leadership team effectiveness and set foundation for changes necessary to sustain competitiveness in a shifting market.

Stabilized deteriorating margins impacted by rising energy costs in heavy manufacturing business.

Assigned to develop and implement solutions for CAM Mold & Die Division losing \$1 million annually.

- **Restructured leadership team** and eliminated 2 unnecessary positions. Engaged team in developing business plan aligned to corporate vision. Led team in meeting/exceeding goals annually on metrics that included customer satisfaction, safety, operational performance, cashflow, and profitability.
- **Saved \$720,000 annually through 1-time \$605,000 investment** in energy conservation plan that installed metering system to quantify consumption at the source and enabled identification of high return projects/investments..
- **Recaptured \$2 million in cash assets** with the potential saving of an additional \$1 million annually by consolidating Technical Center into HQ after conducting in-depth analysis that justified dissolving the under-performing business. Outsourced business, closed plant, and liquidated assets.

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Led culture change initiative that implemented Lean and Six Sigma, engaging employees at all levels.

Created new performance metrics to marshal continuous change and improvement.

Replaced ineffective seniority-based wage system and solved problems causing high employee turnover.

Corrected poor safety record and high workers' compensation costs.

- **Delivered more than \$8 million savings in 2-year period.** Established Six Sigma culture throughout the facility, with 95% of employees trained in "Manage by Fact" problem-solving process, 6 certified 6S Blackbelts and 16 certified 6S Greenbelts. Currently hold 24 Kaizen events per year and 8-12 Six Sigma projects completed annually.
- **Drove ~\$4.6 million in annual savings through implementation of "Cost of Poor Quality" (COPQ)** applied to all products (costs linked with not making product right 1st time). Improved COPQ from 6.36% of sales to 1.76%.
- **Reduced employee turnover from 140% to 25%** within 4 years through employee surveys, town hall meetings, evaluated rate pay structure, and gain share incentive system. Increased employee satisfaction through rate system.
- **Reached 2.1 OSHA Recordable Incident Rate** by 2005 (down from 12.1) through implementation of management safety tours/audits, "daily safety talks," ergonomic risk assessment teams, plant safety committee and emergency response teams, and OSHA rate as metric in incentive plan.

ENGINEERING MANAGER – ABC Precision Mold – acquired by Acme International in 19XX (19XX–20XX)

Managed several functional areas within \$100 million operation that included leadership of 12 direct and 48 indirect reports within Tooling Design, Cost Estimating, New Product/Process Development, and Mold & Die. Managed products and processes "cradle to grave;" controlled capital equipment budgets and oversaw procurement.

Key Challenges & Outcomes:

Addressed and resolved delivery, quality, and staffing issues within new facility.

Created new technologies and systems to strengthen product development.

- **Played instrumental role in 2 successful plant start-up operations.** Implemented advanced manufacturing systems that reduced labor, increased quality, and boosted efficiency levels.
- **Implemented CAD/CAM for die design and manufacturing processes,** facilitated full-service Die Build & Maintenance department, and earned U.S. patent award for core technology.

** Previous position as Tooling Engineer with LMI, Inc., an automotive supplier of cast aluminum powertrain components to North American OEMs. Scope of responsibility included tooling and equipment design/procurement, project management, process development, and customer liaison activities. Early career as pattern engineer and applications engineer in a gray iron foundry.*

EDUCATION & CREDENTIALS

Masters of Business Administration (MBA), Cum Laude – 20XX ▪ YALE UNIVERSITY

Bachelor of Science in Business Administration (BSBA) – 20XX ▪ HARVARD UNIVERSITY

Associate of Science (AS) in Tool Engineering Technology – 19XX ▪ TECHNICAL INSTITUTE

Professional Training: Certificate in Executive Management, Yale University, 19XX; Partnering with Chinese Business, New York Institute of Technology, 20XX; Leadership Introduction 6 Sigma Process Improvement, AQT LLC, 20XX; Lean Leadership Training, The Lean Center, 20XX; Basics of Kaizen, Kaizen Institute of America, 19XX; The Four Roles of a Leader, CA University, 19XX; Managing Multiple Projects, Objectives and Deadlines, SkillPath, 19XX; Management Edge Overview/The Shainin System of Statistical Engineering, University of ND, 19XX; The Seven Habits of Highly Effective People, Covey Leadership Center, 19XX

Professional Affiliations: American Foundry Society; North American Die Cast Association; Greater Eagan Chamber of Commerce; MN Chamber of Commerce; Executive Forums; MN Cast Metals Association