

Robert J. Wilson

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EXECUTIVE SUMMARY

- Performance driven senior executive with *significant* experience in multi-plant operations to include offshore production. Managed \$380 million operation.
- *Definitive* strengths in enhancing production output, product quality and cost savings. Increased profits by 200% and reduced rework to a low of 1%.
- *Verifiable* record of innovative management practices.
- Skillful communicator, genuine belief in the power of teamwork, a “partnership expert.”

Areas of expertise include:

- general management
 - manufacturing
 - QC, QA, operations
 - communications
 - strategic analysis
 - performance improvement
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PROFESSIONAL EXPERIENCE

ConLight Automotive Products, Birmingham, AL
Vice President of Operations, 1989-2001

Managed operations of two automotive waterpump plants located in Alabama and Mexico with annual sales of \$380 million. Supervised team of professionals to include managers of advanced manufacturing system, distribution, special projects and training, materials, and quality control in addition to the two plant managers.

- Developed cohesive interdepartmental teams (marketing and production) resulting in better quality product delivered on time. Satisfied customers by meeting precise delivery dates.
- Realigned preventative maintenance schedules. Rework rates dropped from nearly 75% to 1% in some cases. Scrap rates cut 50%.
- Worked with vendor supplying substandard product to plants. Communicated urgency to vendor to improve quality of product delivered to plants. Encouraged vendor to become ISO 9000 certified. Vendor is now best in the business.
- Spearheaded the process to ensure plants' compliance with rigorous international standards for quality assurance (ISO 9002). Achieved certification on first try in both plants.

C.W. Morgan Corporation, 1979 - 1989
Vice President of Mexican Operations, El Paso, TX
Plant Manager/Director of Operations, Seattle, WA
Manager of Manufacturing Engineering, Kankakee, IL

Ten years of progressively responsible management experience for firm manufacturing residential and industrial water heaters. Orchestrated dramatic turnaround in operations in Mexican plant. Implemented new training programs including skills, teamwork and supervisory training. Embarked on a public relations campaign to improve perception of goods manufactured in Mexico. Brought visitors to the plant to see it in operation. Hand selected by senior management to provide expertise to Canadian plant. Used creative, positive work philosophy to resolve long-standing problems and ensure plant opened on schedule. Conducted studies of operations in the Seattle plant. Made and implemented recommendations and changes in layout and material handling. Managed the shutdown of the Kankakee plant.

- Instrumental in getting senior management to set up new distribution center to serve mid-continent customers.
- Reduced turnover rate from 12% to 3% per month.
- Accident rate cut by 200%.
- Worked with Mexican police to dramatically decrease theft of valuable copper shipments.
- Increased output by 300%.
- Profits rose by 200% in 48 months.

Additional Experience

Manufacturing Engineer, Shelborne Water Products, Inc., Akron, OH
Assistant Plant Superintendent, The Coldwell-Martin Company, Plattsburgh, NY
Machinist/Foreman, Torreyville Products, Inc., Watertown, NY

EDUCATION

Master of Business Administration, Norwood School of Management, Cumberland College, OH
Bachelor of Science, Mechanical Engineering, Marquand University, Anoka, WI

Professional Development

“Strategic Planning Seminar,” Columbia University Executive Program
“World Class Manufacturing,” American Manufacturing Association
“Understanding the Border Culture,” Maquiladora Associates
“The Employee Team Concept,” The Center for Productivity
“Leadership at the Peak,” Center for Creative Leadership
“Process Capability Studies,” K.W. Farn & Associates
“Manage a Maquiladora,” Maquiladora Associates
“MRP II,” Oliver Wight