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### Summary of Experience

Executive with strengths in applying disciplined process controls to propagate both top and bottom line financial growth in integrated manufacturing organizations with a global reach. Extensive experience in P & L management including two turnarounds. Global experience in sales, operations, engineering / product development, supply chain, lean six sigma, organizational development and restructuring activities.☐

1996 to **Brunswick Corporation, Lake Forest, Illinois**  
April 2009 \$ 4.8 B manufacturer of marine, bowling and exercise equipment.

**Director of Operations / General Plant Manager, Mercury Marine, Stillwater, Oklahoma:**  
\$ 1.8 B manufacturer of marine propulsion packages.

Reported to off-site President of MerCruiser Business Unit. Accepted position as part of 2-year plan to expand role in business growth. Accountable for \$ 400 M business unit budget and ISO9001:2000 plant operations that included high pressure aluminum die casting, CNC machining, paint and finish, assembly and product testing operations. Directed 1,100 hourly and salaried employees with oversight responsibilities for logistics, supply chain, procurement, labor planning, capital programs, quality, safety, environmental compliance, and budgets. Plus, represented the company in all state and local matters.

- Reduced inventory by 53%, or \$ 28.8 M by limiting test cell rejects to less than 0.02%, decreasing order throughput times 22% using Lean Six Sigma principles, and streamlining order rules.
- Increased direct productivity from 94.6% to 96.3% by improving spindle utilization in machining department, reducing material stock-outs at line-side, and automating engine paint system.
- Championed Lean Six-Sigma projects that generated expense savings of 19%, or \$8.3 M annually.
- Achieved 1.9 million hours with 0 lost time accidents by introducing behavior based safety metrics and training; resulting in a 65% reduction in annual workman compensation costs, or \$470 K annual savings.

**General Manager, MotorGuide Marine, Tulsa, OK:**  
\$ 35 M manufacturer of electric marine motors.

Reported to off-site President of Business Unit and was accountable for full P & L driving initiatives to return to profitability, and to become the number 2 brand in the world. Directed, Product Development, Business Development & Marketing, Operations, Logistics, Supply Chain, Customer Service, Human Resources, Quality, Strategic Planning, and Finance functions.

Led P & L turnaround; returned to profitability with an 8% EBIT and became number 2 brand globally with 38% market share by successfully driving the following actions:

- Directed \$ 16.6 M P & L turnaround by controlling cash flow, reducing cost structure, consolidating manufacturing & distribution centers, improving quality, and filling customer white space to drive top line growth.
- Grew revenues by 30%. Opened new markets in Europe and Canada, broadened the product offering, and added new sales representatives in low performing regions.
- Achieved ISO 90001:2000 certification and reduced warranty costs to less than 1% of sales; reducing costs by 18%, or \$ 4.7 M annually in cost of goods sales.
- Re-engineered supply base to low cost Asian sources. Saving 19%, or \$ 3.3 M annually.
- Drove Lean Six Sigma principles. Certified two Black belts and 23 Green Belts. Achieved average annual savings of 8%, or \$ 2.0 M.

**General Manager, Mercury Marine LTD, Mississauga, ON, Canada:**

\$ 85 M multi-site Distributor of Marine engines, services, and accessories.

Reported to off-site President of Mercury Marine International. Accountable for full P & L with initiatives for improving profitability through business development, cost reductions, and quality improvements. Directed Sales & Marketing, Distribution Operations, Customer Service, Warranty Administration, Quality, Logistics, Supply Chain, Strategic Planning, Finance, and Treasury functions.

Led P & L turnaround; improving profits by +500%, or \$ 5.6 M by successfully driving the following actions:

- Grew market share from 33% to 41% by re-engineering leasing program, introducing internet sales channel, expanding parts & accessories offering, and consolidating underperforming dealer networks. Drove revenue increase of \$ 17 M
- Reduced inventory by \$ 3.5 M, or 8% by applying lean six sigma and “visual factory” tools.
- Certified two locations under ISO 9001:2000 requirements

**Director of Global Sourcing, Mercury Marine, Fond du Lac, Wisconsin:**

\$ 1.8 B manufacturer of marine propulsion packages and boating products.

Created and grew global sourcing capabilities for Mercury Marine managing product quality, currency, material costs, language, and logistics through the use of long term contracts, on-site representation, and automotive sourcing standards.

- Established offices in Poland, South Korea, and China, utilizing standardized operating processes for supplier selection, currency management, supplier certification, contract language, and costing. Resulting in improved communications, leveraged logistics opportunities and global costing capabilities.
- Resourced \$ 300 M of production components to 16 different low cost countries saving approximately \$ 70 M, or 22%.

1990 to  
1996

**New Holland NV, Lancaster, Pa / London, England / Brussels, Belgium**

\$ 6.2 B manufacturer of agricultural tractors and equipment.

Held positions progressing from Purchasing Manager to Director of Global Procurement Europe.

1981 to  
1990

**Caterpillar Inc., Lafayette, IN / Mossville, IL:** Held positions including MRO Buyer, Engineering Change Coordinator, Receiving & Assembly Supervisor, Materials Manager, Plant Buyer, to Commodity Manager.

1980 to  
1981

**Pullman Standard, Butler, PA:** Held position as Management Trainee rotating through Engineering, Manufacturing, Finance, and Procurement departments.

**Education**

**BS: International Management/Administration:** Indiana University (Bloomington, IN)  
**Economics/Finance for Executives:** Kellogg School of Business (Purdue & Northwestern)  
**Executive Leadership:** Thunderbird School of Global Management (Glendale, AZ)  
**Accounting and Human Behavioral Studies:** Bradley University (Peoria, IL)  
**International Marketing:** Int'l Institute of Management Development (Lausanne, Switzerland)  
**Certified Champion Lean Six Sigma:** Air Academy Associates (Colorado Springs, CO)  
**Certified Champion 4 Disciplines of Execution:** Franklin Covey Institute (Dallas, TX)  
**Italian Language:** International Language Center Bruxelles (Brussels, Belgium)

**Affiliations**

Family and Children Services, Tulsa, OK, Volunteer  
 Oklahoma State Chamber of Commerce Board of Directors, Stillwater, OK Chamber of Commerce Board of Directors, Oklahoma State Legislative Committee, Manufacturing Council, and Nominating Committee, Chair, Stillwater Regional Manufacturing Council