

DARREN MCCONNELL

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MANUFACTURING OPERATIONS EXECUTIVE

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

Combines 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, including lean concepts, Six Sigma, root cause and Corrective Action Preventive Action (CAPA) analysis, team concepts total preventive maintenance, setup reduction and standard work. Leadership philosophy promotes employee participation in creative problem solving to contribute to organization success.

RECENT CAREER HIGHLIGHTS

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 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 fostering strong relationships among salaried and hourly staff.

PROFESSIONAL EXPERIENCE

VICE PRESIDENT OF OPERATIONS, BROWNSTONE CORPORATION, Atlanta, GA 2010 – 2022

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

- **Rescued an OEM manufacturing operation struggling with declining employee motivation, poor process flow and escalating rework inventory at 34% in process.** Initiated multiple process improvements for work instructions, tool and testing – creating a visual factory. **Results:**
 - 53% reduction in work in progress (WIP), beating operating costs for two quarters.
 - Cost-per-unit decrease of \$100 below goal, with instruments now priced at \$434 less than 2009.
 - Excellent finished-goods inventory with no backorders for two consecutive quarters.
 - Improved employee knowledge of business operations and streamlined product flow.
- **Tapped to lead development of Worldwide Service Strategy and rolled out the new initiative in the Netherlands in February 2018.** Established standard quality metrics such as value stream mapping (VSM), employee training and technical protocols for service upgrades and bulletins that improved communication and instrument repair services worldwide. **Results:**
 - Clipped turnaround time from 38 to 22 days in 6 months.
 - Decreased turnbacks in process by 48% and reduced integration issues by 63%.

- **Initiated physical inventory of MRB Material, which included 5.3 million of unused inventory and potential scrap.** Implemented controls for inventory management, created teams for rework inventory and worked and suppliers to resolve issues. **Results:**
 - Cut MRB to \$1.9 million in 6 months with only \$200,000 of scrap; reduced new orders on materials by 40%.
 - Established complaint controls on inventory supporting Sarbanes-Oxley. Created more of a can-do attitude 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; below-budget average product cost, optimizing the bottom line; 62% reduction in run rate.

GENERAL MANAGER, ARRON CORPORATION, GA

2001 – 2010

Challenged to turn around a nonperforming operation and effected a successful culture change throughout the division that focused all personnel on product quality and delivery plan execution. Supervised a team of 300 in repair operations and held full P&L accountability for budgeting, sales, and asset management. Tasked with new product implementation and growing existing line.

- **Built sales from \$32 million to \$73 million in 2004. ROS spiked from 11% to 28% of the business fixed at 15% ROS opportunity with military contracts. Results:**
 - Cut average turnaround time (TAT) from 76 days to 18 with on-time delivery percentage ending at 98% through rollout of lean concepts and standardized repair processes.
 - Customer satisfaction ranked 6.3 out of 7.
- **Devised plan that address 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. Results:**
 - 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 2008.
 - Wrote off \$5 million in inventory by building cribs and putting controls in place to better manage materials, allowing unit to become complaint with Price Waterhouse audit criteria.

EDUCATION

Executive MBA – University of Georgia, Atlanta, GA

BS in Business – University of North Carolina, Raleigh, NC