

SENIOR OPERATIONS EXECUTIVE | CHIEF OPERATING OFFICER*Astute Vision & Strategy ... Decisive Leadership ... Strong Financial Acumen ... Broad Engineering Competencies*

- 20+ Years of Experience Leading Operations in Supporting New Levels of Revenue & Profit Growth —
- Diverse Industry Expertise Spanning Food, Feed, Pharmaceutical, & Specialty Chemicals —
- Intense Passion for Building & Maintaining Safe Manufacturing Environments —

Seasoned operations executive with a distinguished career spent providing the vision, strategy, and execution roadmap vital to creating top-performing operations. Proven track record of building and leading cohesive teams, fueling business transformation and performance turnaround, and driving business value across large, complex, global environments. Converge financial acumen with executive management, business, and engineering strengths to deliver measurable results. Praised by boards, colleagues, and subordinates for exhibiting a leadership presence that not only produces impressive performance, but is also effective in cultivating results-driven organizational cultures and earning the respect of teams.

PROFESSIONAL EXPERIENCE**BXXXXXX CORPORATION**

2005 – 2017

\$700M developer, manufacturer, and marketer (\$2.6B market cap, NASDAQ) of specialty performance ingredients and products for the food, nutritional, feed, pharmaceutical, medical device sterilization, and industrial markets.

VICE PRESIDENT OF OPERATIONS & EXECUTIVE OFFICER (NEW HAMPTON, NY)**OPEX \$100M/Capital Spend \$40M • 18 Sites • 9 Direct Reports • 900+ Employees**

Served as one of 4 members of the executive team tasked with defining the company's strategic direction and making key tactical decisions. Directed manufacturing, safety, quality, global supply chain (\$700M annual spend for raw materials, procurement, logistics planning), and engineering spanning 18 manufacturing sites in the U.S. and Italy. Controlled 90% of the entire employee base. Evaluated acquisition candidates, and led due diligence and integration activities. Served on the boards of Balchem Italia and a joint venture with Eastman Chemical.

- Played integral role in transforming Balchem from a small company to a globally recognized leader in participating markets.
 - Developed and executed a comprehensive, multiyear growth strategy focused on acquisitions and build-out of internal capabilities. Guided due diligence and integration efforts on 7 acquisitions, including Balchem Italia and Hungary, along with significant activity in Asia.
 - Revenue grew from \$67M to \$700M and expanded production by 15 sites over 12 years.
- Positioned company to earn recognition as the world leader in choline chloride manufacturing (human, animal, and industrial), culminating in a business segment with annual sales of \$100M+.
 - Countered rising competition that threatened the continuing viability of the choline business with development of an extremely complex joint-venture partnership with industrial partner Eastman Chemical.
 - Directed several multiyear, multidisciplinary teams in developing a new, novel, truly differentiated human choline chloride product compliant with a new NESHAPS regulation (MON).
 - Led technology improvements, creating a stable, \$30M/yr business that has produced double-digit growth over the past 3-5 years.
- Developed an articulable, comprehensive, action-oriented, behavioral-based safety culture that resulted in a rapid reduction in total recordable case rate (TRCR) from the 5-6 range to a sustainable range of near 1.0 in about 1 year.
- Slashed OPEX and lowered conversion rates ~10% in 2 years with rollout of a detailed profit enhancement program (PEP).
- Orchestrated the site location and first grassroots build of a \$15M, state-of-the-art feed encapsulation facility in Virginia, which allowed significant growth of ruminant and monogastric product lines.
- Led new technology/plant expansion in Defiance, OH of an \$18M state-of-the-art continuous agglomeration facility.

FXXXXXXXX CORPORATION / CDR PIGMENTS & DISPERSIONS

1999 – 2005

*\$1B leading supplier of printing inks and colorants to the global printing and packaging industry.***VICE PRESIDENT OF OPERATIONS, PACKAGING DIVISION (ARBOR, MN) • 2002 – 2005****SITE MANAGER, CDR ROLLAND PIGMENT FACILITY (ROLLAND, MN) • 1999 – 2002*****OPEX \$50M Spend • 22 Manufacturing Sites • 120 Graphic Technical Centers at Customer Sites • 9 DRs • 600+ Employees***

Recruited to the CDR pigment division of Flint Ink in Holland, Michigan, to drive the turnaround of its financial and operating performance. Directed a top-to-bottom restructuring of CDR's management team and organizational structure within the first 6 months of hire. Promoted 3 years later to VP of Ops to head up Flint's packaging division operations, a \$300M business. Developed a new vision and mission to guide future initiatives. Oversaw strategic planning, as well as daily operations, supply chain management, productivity, customer service, EH&S, quality, and capital budgeting.

- Improved on-time delivery at Flint 20%, decreased conversion costs 22%, cut inventory 20% (~7M), and slashed customer complaints 83% by creating a world-class operations initiative encompassing Lean, Six Sigma, broad-based application of basic statistical techniques, and best practices.
 - Developed an internal certification credential for the packaging division, a formal variability reduction program, and a complete measurements systems analysis.
- Boosted CDR safety performance, lowering historical average from 14 recordables/yr. and TIR of 9.0 to perfect 0 recordables and 0 TIR in 2002. Improved Flint's packaging division's safety performance by 50%+ and its TIR from 5.0 to 2.04 within 1 year.
- Eliminated redundant overhead and saved \$4M+ annually for Flint by restructuring regional operations (e.g., Chicago, Michigan, Alabama, Ohio, Tennessee, and Montreal). Captured a \$1.2M OPEX reduction at CDR.
- Fueled a 64% gain in productivity (overall output) at CDR, as well as a 40% improvement in lbs per man-hour and a 3% bump in overall quality (94% to 97%).

BXXXXXXXX COMPANY

1988 – 1999

*\$4B specialty chemicals manufacturer.***MANUFACTURING MANAGER – ESTANE THERMOPLASTIC POLYURETHANE FACILITY (LAKE, MN) • 1998 – 1999****MANUFACTURING MANAGER – ACRYLIC EMULSIONS FACILITY (LAKE, MN) • 1997 – 1998****OPERATIONS MANAGER – POLYURETHANE FACILITY (MINSTER, OH) • 1995 – 1997*****OPEX \$16M Spend • 3 Manufacturing Sites • 7 DRs • 100+ Employees***

Transitioned from highly technical engineering roles into operations and manufacturing management, taking over operations, strategic planning, and budgeting for 3 different sites, with each experiencing its own set of distinct challenges. Recognized deficiencies in spending, capacity, quality, safety, productivity, and efficiency, spearheading a major restructuring of all 3 sites. Developed and controlled annual budgets of up to \$16M. Managed up to 100 personnel.

- Slashed the base cost operating budget of the company's largest manufacturing site (Estane) by \$500K from 1997 to 1998 by restructuring the Estane organization and driving efficiency improvements.
- Grew operating income in the polyurethane business by \$6M/yr. Increased plant capacity 80% for an investment of less than \$1M by orchestrating a major plant expansion.
- Increased the capacity of the acrylic emulsions plant 30% by directing a \$7M site expansion. Fueled a 30% increase in productivity while maintaining "flat" base costs from the prior year.

EARLY TENURE: Developed a solid foundation of experience and engineering/technical proficiencies while advancing through progressive roles in process engineering, process control engineering, and quality engineering. Leveraged these competencies to contribute value in the areas of process efficiency, product scale-up and quality, SPC systems management, process surveillance/troubleshooting, and ISO-9002. Directed the on-time, on-budget completion of a \$5M multiple reactor and storage tank process expansion at the Avon Lake, Ohio site.

EDUCATION

Bachelor of Science, Chemical Engineering
Drexel University