

DANIEL ALVAREZ

CHIEF OPERATING OFFICER / INDUSTRIAL MANUFACTURING / MULTI-PLANT
OPERATIONS / MARGIN AND SUPPLY CHAIN TRANSFORMATION

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\$3.4B

REVENUE

11

PLANTS, US &
MEXICO

9,400

EMPLOYEES

\$240M

ANNUAL CAPITAL
PROGRAM

01 EXECUTIVE PROFILE

Operations executive with 25 years in industrial manufacturing, currently Chief Operating Officer of an NYSE-listed manufacturer with **\$3.4 billion** in revenue, **11 plants** across the United States and Mexico, and **9,400 employees**. Proven record of expanding operating margin in capital-intensive, unionized environments, consolidating manufacturing footprints without losing output, and rebuilding supply bases exposed to tariff and concentration risk. Carries enterprise accountability for manufacturing, supply chain, quality, engineering, environment, health and safety, and a **\$240 million** annual capital program, reporting to the Chief Executive Officer and serving on the Executive Committee.

Nineteen years with the same organization across six roles, each carrying a different problem to solve: a lean program that had never scaled beyond three plants, a plant losing money, a product group without growth, a supply base too concentrated to absorb a tariff shock, a segment that needed a Mexico footprint and an acquisition integrated, and an operating network carrying two plants more than demand justified. Recognized for measuring the organization against external peers rather than its own history, having commissioned independent benchmarking against 14 North American industrial manufacturers and rebuilt the operating scorecard around the result. Member of the Board of Governors of the Manufacturing Leadership Council and of the industrial advisory board at Georgia Institute of Technology. Seeking a chief operating officer or group president mandate in industrial or diversified manufacturing.

02 SELECTED CAREER HIGHLIGHTS

Enterprise Margin Expansion: Lifted consolidated operating margin from **12.1% to 16.4%** in four years while revenue grew from **\$2.9 billion to \$3.4 billion**.

Six Mandates, One Organization: Progressed through **six roles in 19 years**, from a **\$310 million** plant turnaround to enterprise operating accountability for **11 plants** and **9,400 employees** in a business that has tripled in revenue over the same period.

Footprint Consolidation: Consolidated the network from **13 plants to 11** while raising total output **9%**, releasing **\$41 million** in annual fixed cost with no missed customer commitment during transfer.

Supply Base Reconstruction: Reduced the direct supply base from **900 suppliers to 540** and single-sourced critical components from **310 to 88**, delivering **\$96 million** in annualized savings across three years.

Safety Performance: Improved the total recordable incident rate from **2.41 to 0.68** per 200,000 hours worked across the network, with **4 collective bargaining agreements** renewed without a work stoppage.

03 PROFESSIONAL EXPERIENCE

MAR 2022 – PRESENT

CHIEF OPERATING OFFICER

NYSE-listed industrial manufacturer · \$3.4bn revenue · 11 plants, United States and Mexico · 9,400 employees

Mandate: an operating network built for a demand profile that no longer existed, carrying two plants more than the order book justified and an operating margin four points below the peer median. Full accountability for manufacturing, supply chain, quality, engineering, EHS and capital deployment across **11 plants**, with **6 direct reports** and a **\$240 million** annual capital program. Reporting to the Chief Executive Officer. Member of the Executive Committee and the enterprise capital allocation committee.

KEY CONTRIBUTIONS

- **Operating Network Strategy:** Redesigned the North American manufacturing footprint around demand density and freight cost, transferring four product families and closing two plants while protecting customer service levels throughout.
- **Margin Transformation:** Built and executed a four-year cost and mix program spanning material cost, labor productivity, plant overhead and pricing recovery, taking consolidated operating margin above the peer median for the first time in the company's listed history.
- **External Benchmarking:** Commissioned independent operational benchmarking against **14 North American industrial manufacturers** and rebuilt the enterprise operating scorecard around external quartile position rather than prior-year comparison.
- **Capital Deployment:** Chair the capital review process, reallocating capital away from incremental plant spending toward automation, tooling standardization and two constrained value streams carrying the segment's highest-margin volume.
- **Digital Manufacturing:** Sponsored deployment of a common manufacturing execution system across the network, replacing seven plant-level systems and establishing a single definition of throughput, scrap and overall equipment effectiveness.
- **Safety and Labor Relations:** Own the enterprise EHS agenda and the labor relations strategy across **12 collective bargaining agreements**, resetting the negotiation approach around plant-level productivity commitments.
- **Executive Succession:** Rebuilt the operations leadership bench, appointing five of eight plant general managers internally and establishing the cross-plant rotation program that now supplies the segment leadership pipeline.

SELECTED ACHIEVEMENTS

Expanded consolidated operating margin from **12.1% to 16.4%** and delivered **\$214 million** in cumulative cost reduction across four years.

Consolidated **13 plants to 11** while increasing output **9%**, releasing **\$41 million** in annual fixed cost.

Improved inventory turns from **4.1 to 6.3**, releasing **\$186 million** in working capital.

Raised on-time in-full delivery from **82% to 96%** and reduced the total recordable incident rate from **2.41 to 0.68**.

JAN 2019 – FEB 2022

GROUP PRESIDENT, MOTION CONTROL SEGMENT

NYSE-listed industrial manufacturer · \$1.3bn segment revenue · 5 plants · 3,900 employees

Mandate: a segment growing below market with no low-cost manufacturing position and an acquisition to absorb. Full P&L accountability for the group's largest segment, comprising **\$1.3 billion** in revenue, **5 plants** across the United States and Mexico and **3,900 employees**, with commercial, engineering and operations reporting in.

KEY CONTRIBUTIONS

- **Segment Strategy:** Repositioned the segment from a component supplier toward engineered subsystems, concentrating investment on three platforms and exiting two commodity lines that consumed capacity without earning their cost of capital.
- **Greenfield Build:** Led site selection, construction and commissioning of a **420,000 square foot** plant in Mexico, establishing the segment's first low-cost manufacturing position and its dual-country capability for North American customers.
- **Acquisition Integration:** Directed integration of a **\$240 million** revenue bolt-on acquisition covering three plants, harmonizing operating systems, quality standards and commercial terms inside the first year.
- **Continuity Under Disruption:** Held all five plants in continuous operation through the 2020 demand and supply shock with no site-wide shutdown, using rotating cells, buffered critical inventory and qualified alternate sources.
- **Commercial Discipline:** Introduced a cost-to-serve model and a contractual material cost recovery mechanism, converting input cost volatility from a margin risk into a pass-through.

SELECTED ACHIEVEMENTS

Grew segment revenue from **\$980 million** to **\$1.3 billion** and operating margin from **9.8% to 14.1%**.

Commissioned the Mexico plant in **16 months** against a **\$58 million** capital budget, on budget and one quarter ahead of schedule.

Delivered **\$31 million** in run-rate acquisition synergy against a **\$24 million** commitment.

AUG 2016 – DEC 2018

VICE PRESIDENT, GLOBAL SUPPLY CHAIN

NYSE-listed industrial manufacturer · \$1.4bn direct spend · 9 plants

Mandate: a supply base too fragmented to negotiate with and too concentrated to survive a shock, exposed on both counts when Section 232 tariffs landed in 2018. Enterprise accountability for direct and indirect sourcing, logistics, inventory and supplier quality, covering **\$1.4 billion** in annual direct spend, **900 suppliers** across **22 countries** and a team of **68**.

KEY CONTRIBUTIONS

- **Sourcing Consolidation:** Replaced nine plant-level buying practices with a category management structure covering steel, castings, electronics, hydraulics and logistics, with common terms, tooling ownership and quality standards.
- **Supply Resilience:** Built the enterprise supply risk framework covering concentration, geographic and financial exposure, and executed a dual-sourcing program on every component classified as critical and single-sourced.
- **Trade Exposure Response:** Repositioned **\$210 million** of annual sourcing in response to 2018 steel and aluminum tariffs, combining domestic qualification, resourcing and negotiated cost sharing.
- **Inventory Strategy:** Rebuilt planning parameters, lot sizing and safety stock policy across all plants onto a single demand signal, reducing inventory while improving line-side availability.

SELECTED ACHIEVEMENTS

- Delivered **\$96 million** in annualized savings across **three years** on **\$1.4 billion** of direct spend.
- Reduced the supply base from **900 suppliers to 540** and single-sourced critical components from **310 to 88**.
- Cut inbound premium freight by **62%** and improved supplier on-time delivery from **76% to 93%**.

JUN 2013 – JUL 2016

VICE PRESIDENT AND GENERAL MANAGER, FLUID SYSTEMS

NYSE-listed industrial manufacturer · \$480m revenue · 3 plants · 1,600 employees

Mandate: a profitable product group that had not grown in five years. First full P&L accountability, covering **3 plants, 1,600 employees** and the group's product management, applications engineering and manufacturing functions.

KEY CONTRIBUTIONS

- **Growth Repositioning:** Redirected the group toward two underserved end markets, rebuilding the product roadmap, channel coverage and applications engineering support around them.
- **Product Development:** Launched two engineered platforms from concept to first production revenue, establishing a stage-gate discipline the group had previously lacked.
- **Manufacturing Economics:** Converted three high-volume lines from batch to flow, releasing floor space and cutting lead time without additional capital.

SELECTED ACHIEVEMENTS

- Grew revenue from **\$390 million to \$480 million** and operating margin from **8.2% to 12.6%**.
- Delivered **\$64 million** in revenue from **two new platforms** within **three years** of launch.

APR 2010 – MAY 2013

PLANT MANAGER, PRECISION COMPONENTS

NYSE-listed industrial manufacturer · \$310m output · 840 employees

Mandate: the network's largest plant, losing money, on customer containment and facing a contract negotiation. Full site accountability for **840 employees** across three shifts and a unionized workforce.

KEY CONTRIBUTIONS

- **Site Turnaround:** Rebuilt the plant operating system around standard work, tiered daily management and visible constraint control, and replaced four of six site leadership positions.
- **Quality Recovery:** Exited customer containment within seven months by rebuilding process control, gauge capability and containment discipline at source.
- **Labor Partnership:** Negotiated a contract renewal that traded flexible crewing and cross-training for a productivity-linked structure, completed without a work stoppage.

SELECTED ACHIEVEMENTS

- Moved the site from a **\$4.2 million** operating loss to **\$19 million** in operating income within **26 months**.
- Reduced scrap from **4.8% to 1.9%** of cost of sales and improved on-time delivery from **71% to 94%**.

SEP 2007 – MAR 2010

MANAGER, CONTINUOUS IMPROVEMENT

NYSE-listed industrial manufacturer · 3 plants · 2,100 employees

Mandate: a lean program that had produced local wins for three years without changing a single plant's cost structure. Deployment accountability across **3 plants** and **2,100 employees**.

- **Deployment Design:** Rebuilt the program around value stream ownership and a funded savings target per site, replacing an event-driven approach with a governed pipeline.
- **Capability Building:** Trained and certified **34 Green Belts** and **7 Black Belts**, establishing the internal capability that later supported enterprise deployment.

AUG 2001 – AUG 2007

EARLIER CAREER

Tier 1 automotive supplier · 6 plants, North America

Value Stream Manager (2005 – 2007) · Senior Manufacturing Engineer (2003 – 2005) · Manufacturing Engineer (2001 – 2003)

Progressed through manufacturing engineering into first line leadership, taking value stream accountability for a **\$62 million** product family and completing the supplier's lean certification program.

04 EDUCATION AND CERTIFICATIONS

Master of Business Administration · 2012

Kellogg School of Management, Northwestern University

Bachelor of Science, Mechanical Engineering · 2001

University of Michigan

- Lean Six Sigma Master Black Belt
- Certified in Planning and Inventory Management (CPIM), Association for Supply Chain Management
- Advanced Management Program, Harvard Business School, 2023

05 GOVERNANCE AND INDUSTRY LEADERSHIP

- **Member**, Board of Governors, Manufacturing Leadership Council (National Association of Manufacturers), 2023 – Present
- **Director**, Mexico manufacturing joint venture, 2021 – Present
- **Member**, Industrial Advisory Board, School of Industrial and Systems Engineering, Georgia Institute of Technology, 2022 – Present
- **Member**, Association for Manufacturing Excellence. Presenter, AME International Conference, 2024

06 CORE COMPETENCIES

ENTERPRISE OPERATIONS LEADERSHIP

Multi-plant operations · P&L ownership · Manufacturing footprint strategy · Capital allocation · Executive committee leadership · Operating model design

MANUFACTURING EXCELLENCE

Lean and Six Sigma deployment · Plant turnaround · Throughput and OEE improvement · Quality systems · Automation and digital manufacturing · Standard work

SUPPLY CHAIN AND SOURCING

Global direct materials sourcing · Category management · Supplier consolidation · Dual sourcing and resilience · Tariff and trade exposure · Inventory optimization

GROWTH AND INTEGRATION

Greenfield plant development · Post-merger integration · Product platform development · End-market expansion · Make versus buy analysis

SAFETY, LABOR AND ORGANIZATION

EHS leadership · Union negotiation and labor relations · Organizational design · Leadership development and succession · Workforce planning