

Summary of Qualifications

- Experienced COO and General Manager of small and larger companies up to 700+ employees.
 - Standout skill building motivated, focused, and efficient company-wide organizations geared to achieving ownership goals.
 - Expert preparation and use of financial statements and operating measurements to plan, guide, and report organizational direction and progress.
 - Experienced working with diverse cultures around the world in consulting and management roles.
 - Emphasis on implementing quality improvement programs and process controls in complex environments.
 - Specialized experience in application of Synchronous and Lean Manufacturing concepts including process mapping and constraint management.
 - Certified Professional Executive and Life Coach
 - Author of the book “The MindTech Principles – Solving the Self-Help Paradox”
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Professional Experience

Original involvement in a consulting capacity evolved into full responsibility for the operations of three manufacturing businesses owned by a private investor. Responsibilities include: general management of manufacturing, engineering, procurement, accounting, HR and customer service functions. Also includes P&L responsibility.

Chief Operating Officer, Industrial Plastic Products, Inc *Custom injection molder acquired in 2006– privately held - \$4 mil – Miami Lakes, FL.* (April, 2006 to current)

- Managed all aspects of the management transition after the acquisition. Acting Plant Manager for the first year.
- Transitioned the business from producing highly repetitive product line to a custom injection molder with a more complex line of materials and products.
- Managed the relocation and consolidation into IPP of another injection molder acquired in 2006.
- Integrated the manufacturing and business operations of Safron Manufacturing, Inc., a producer of safety railing.

General Manager, Dependo-O-Drain, Inc *Mfg of drain valves for commercial washers - privately held - \$7 mil – Bradenton, FL.* (Jan, 2004 - current)

Retained as a management consultant, implemented a major reorganization of personnel and business systems and procedures to achieve a dramatic improvement in profitability, customer satisfaction, and quality. Later assumed responsibility for all accounting, HR, customer service, engineering, and manufacturing operations.

- Organized the sale of the business. Prepared the sales memorandum, attracted the eventual buyer, and mediated all buyer/seller communications.
- Increased net profit margin from 4.9% to 20.8%: increased efficiencies across the organization, resulting in lower direct and indirect labor cost, reduced material purchase cost, and significantly reduced cost of quality.
- Developed and implemented lean manufacturing work cells.
- Implemented effective ERP systems and procedures, established a business forecasting and supply chain scheduling process resulting in significantly reduce stock-outs and on time delivery for the last 3 years of 98%.
- Addressed chronic employee attendance and turnover issues resulting in reduced turnover to less than 5% and high compliance level with attendance policies.

James Andrews resume continued

Management Consulting

Contract: Golden Systems Electronics, LLC *Wholesaler of IT components - privately held - \$50 mil - Dubai, U.A.E*
Retained to define organizational and business structures to support rapid current and future growth. (Sept, 2003 - Dec, 2003)

- Developed a three year business plan including: Sales targets by region, cost of sales targets by product and region, and projected P&L and cash flows.
- Developed new organization chart with detailed job descriptions from the board of directors level down, established recruiting process and hiring priorities.
- Selected new ERP software (Orion). Implemented supply chain scheduling controls to lower inventory.
- Developed Employee Handbook including a performance evaluation procedure and attendance policy

Contract: Mytee Products, Inc. *Commercial cleaning equipment manufacturer - privately held - \$10 mil - San Diego,*
Retained by consulting group to assume responsibility for all Manufacturing, Purchasing, and Engineering operations to prepare company for sale. (Oct, 2002 - May, 2003)

- Managed the relocation of all operations to a larger modern facility with minimal disruption to manufacturing.
- Implemented MRP software MAS 90, established business forecasting and supply chain scheduling process to greatly reduce stockouts and improve on time delivery.
- Established an effective shop floor control system.

Electronics Management Career

Vice President, Manufacturing - Toppan Electronics, Inc. *Electronics Manufacturer - public co - \$85 mil - San Diego*
Directed Manufacturing, Maintenance & Facilities, Methods Engineering, Process Engineering, Production Control, Quality Assurance, Purchasing, Warehousing, 700+ employees. \$85mil revenue (Sept, 2000 - Jun, 2002 *facility closed*)

- Significantly increased product technology with increased layer counts, small hole designs, new high-speed substrate materials, and decreased cycle times.
- Reduced per unit labor 20% and per unit material by 30%.
- Implemented company wide TQM process: Six Sigma project management, cross-functional section management teams, and operator certification program.

Vice President of Operations - Hallmark Circuits, Inc. *Electronics Manufacturer - privately held - \$32mil - San Diego*
Responsible for Manufacturing, Maintenance, Methods Engineering, Process Engineering, Production Control, and QC. (Sept, 1999 - Sept, 2000)

- Supported a FY2000 revenue increase of 50+% over FY1999 with significant quality improvements and improved scheduling procedures.
- Operating income increased from 2.5 years of losses to 18%.
- Independently administrated employee opinion survey results increased from 69.2% favorable responses in 1999 survey to a best in class benchmark rating of 81.1 in 2000.

Vice President of Operations - Praegitzer Industries Inc. *Electronics Manufacturer - public company - \$180 mil - \$20mil division - Huntsville, AL*

Complete division responsibility included: Manufacturing, Process Engineering, Methods Engineering, Quality Assurance, Human Resources, Maintenance and Facilities. Assigned to workout an unprofitable new acquisition. All segments of the business were quickly restructured. The parent could not sustain funding due to other financial problems forcing me to close the facility. (Sept, 1998 - Sept, 1999 *facility closed*)

- Recruited talented management staff

James Andrews resume continued

- Improved on time delivery from 55% to three month rolling average of 91%.
- Internal circuit yields improved from 60% to 92%. Customer returns reduced from 5+% to .5%.
- Implemented ISO9002 compliant quality system.

Director of Materials - Litton Systems, Inc. *Electronics Manufacturer - public company - \$36mil - Springfield, MO*
Responsible for: Sales and Operations planning, Sales forecasting, Purchasing, Production Control, Warehousing, Shipping/Receiving. (May, 1994 - Sept, 1998)

- Supported an average annual revenue increase of 25% between fiscal years 1994 - 1997 and an operating profit increase from multi-year losses to 16% net profit in 1997. Success attributed primarily to company-wide efficiencies gained with improved manufacturing planning and control systems.
- Developed product mix model to optimize profits.
- Implemented the manufacturing systems portions of the MRP system. Increased total material and WIP turns from 9 to 14+ while production levels significantly increased. Eliminated physical inventories.

Hadco Corporation *Largest US circuit board manufacturer at the time - public company - \$180mil - Salem, NH*

MRP II Implementation Project Leader

Coordinated the MRP (Mfg Pro) implementation project for two high volume divisions. (Mar, 1993 - May, 1994)

- Facilitated a "Business Definition" team. Selected individuals representing all major functions from both divisions, teleconferenced daily for three months to redefine essential policies and procedures covering every aspect of the business.
- Defined an education process for all levels of the organization, incorporated a "train the trainer" process, and personally instructed MRP Overview, Master Scheduling, and Capacity Planning classes.

Production Control Manager

Part of a new management team assigned to reverse financial losses at the proto-type division. Responsible for: order acceptance/master scheduling, Production Control, Warehousing, and Shipping/Receiving. (Apr, 1990 - Mar, 1993)

- Supported the successful and profitable change to a proto-type division as a new business feeder for volume divisions.
- Coordinated efforts to decrease average factory cycle time from 12 to 6.5 days.

Production Control Manager - Janco P/C Inc. *Electronics manufacturer - privately held - Dover, NH*

Managed order acceptance, Production Control functions, material control, and Shipping/Receiving at this printed circuit board manufacturer. (1987 - 1990)

- Personally developed, scripted, and implemented a custom manufacturing business information system using Paradox. Functionality included: product cost estimating, sales order entry, materials requirements planning, process routing generation, shop floor and inventory control.

Materials Manager - IMC Magnetics Corp., Inc. *Electronic component manufacturer - public company - \$20mil - Rochester, NH*
Responsible for: Production Control, Purchasing, Importing, Warehousing, and Shipping/Receiving. (1982 - 1986)

Education

Franklin Pierce College, Ringe, New Hampshire – 1993

BS Financial Management, *Summa cum Laude, High Honors Financial Management*

International Coach Academy, Professional Certified Coach, executive and life coaching

The Field Center, Certified Field Center Coach

