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Executive Leadership | Board Opportunities | Interim Management in Manufacturing Operations

- **Global Business Executive** with change management expertise and multisite/global operations background. Expansive thinker who skillfully blends deep knowledge of technically sophisticated environments with business acumen to effectively guide teams through culture change, rapid growth, M&A, JV's, and restructurings.
- **Operations Leader** and pivotal in achieving/sustaining competitive advantages for manufacturing businesses by leveraging lean enterprise-wide while keeping focus on cash and working capital. Encouraging the teams to innovate processes and products.
- Solutions-focused **Commercial Leader**, skilled in building businesses on long-term relationships of trust to ensure high levels of customer satisfaction and a sustainable competitive advantage.
- Energizing **People Leader** who manages with authenticity and integrity, humanizes corporate objectives and inspires teams to realize goals.

INDUSTRIES

Plastics (Extrusion, Polymer Processing) – **Printing & Paper** (Coating, Laminating, Converting) – **Automotive** (Powertrain) – **Chemicals** (Adhesives) – **Packaging** (Materials) – **Machinery and Automation** (Extrusion)

SELECT ACHIEVEMENTS

- As **MD Operations at MIBA AG**, increased the global manufacturing footprint by expanding existing plants, and upgrading local teams. Drove change to one-piece-flow while managing drastic up- and downturns
- As **VP/GM of Clopay Europe**, successfully closed a first-of-its-kind, 3-year €300m sales contract, met year-over-year cost reduction goals and lifted EBITDA by 29% in 2 years
- As **COO of mid-cap ROCAL Inc.**, increased productivity 30%, reduced working capital 20%+ and doubled EBITDA
- AS **VP/GM at Avery Dennison**, merged 5 divisions into a \$600M global business, delivered on sales, exceeded net income goal by 25%. Also was awarded General Manager of the Year for the turnaround of a \$110 M division

LEADERSHIP PROGRESSION

Miba Friction Division, Laakirchen, Austria | February 2018 – January 2021

(1B € manufacturer of high-tech composite-components for clutches and brakes in automotive and off-road applications)

Managing Director Operations / COO Friction Division / Interim Assignment

€200M business, accountable for six global sites, 1300-employees

- Managed a 30% upturn, the Corona caused 20% downturn while positioning for levels at the upturn volumes
- Set-up a global manufacturing footprint with plant expansions, strengthening teams, and adding equipment
- Turning the manufacturing set-up from work-cells to lean value streams wherever sensible

CLOPAY EUROPE, Aschersleben/Frankfurt, Germany | 2013 – February 2018

(extruded and printed films for hygiene products and protective apparel; subsidiary of Clopay Plastic, Griffon Corp., NYSE: GFF)

Vice President / General Manager

Recruited to manage \$150M business, 550 workforce, 2 German sites, and sales across EMEA

- Collaborated with top customer to solidify first-ever deal to hit cost-out targets across the joint value stream
- Negotiated and closed \$300M+ in long-term contracts with set volume requirements
- Leveraged Lean, increased productivity, exceeded EBITDA target by 29% within two years

ROCAL, Frankfurt, Ohio | 2007 – 2013

(mid-cap, owner-operated manufacturer of traffic safety products)

Chief Operating Officer / Co-Owner

Joined to execute a M&A and joint venture opportunities with Co-Owner/CEO

- Doubled EBITDA and increased sales while holding working capital flat to manage through the recession
- Modernized and leveraged Lean, increased productivity 30%, reduced inventory and receivables by 20%+

AVERY DENNISON, various U.S./European locations | 1998 – 2007

(\$6B global manufacturer and distributor of pressure-sensitive adhesive materials; NYSE: AVY)

Vice President / General Manager, Graphics Reflective Products Division, Painesville, Ohio, '06 – '07

\$600M global sales, with 5 U.S./5 international plants, and 1,500+ employees

- Successfully merged five divisions and restructured the organization, generating \$4.5M/y savings
- Delivered 125% of net income, and identified \$30M/y additional EBIT improvements

Vice President / General Manager, Reflective Products Division, Chicago, Illinois, '03 – '06

\$110M division with worldwide sales, 3 U.S. plants, 330 employees

- Divested 20% of business, grew sales of remaining by 11%, increased gross profit from 16% to 31%
- Named Avery Dennison GM and Division of the Year. On a CEO-sponsored task force on values and ethics

General Manager, Printer Systems Europe, Munich, Germany, '01 – '03

\$60M light machinery/electronics business, 250 employees

- Engaged the team, implemented best practices in sales and reversed revenue trend from -5% to +5 % growth
- Set up a JV in Singapore, developed a new product line, reduced time-to-market by 66%, exceeded sales targets

Plant Manager, European Films Center, Roll Materials Europe, Gotha, Germany, '98 – '01

\$50M P&L, up to 140 employees

- Drove fastest plant startup in company history and positioned the facility as a top performer across all of Avery

HPM CORPORATION, Mount Gilead, OH | 1996 – 1998

(\$110M manufacturer of plastics extrusion machinery and turnkey solutions)

Vice President / General Manager, Extrusion Machinery Division

\$20M P&L, 40 employees, increased sales 15%, turned a negative ROS to single digits in a consolidating market

AVERY DENNISON, Pasadena, California | 1989 – 1996

Manager Corporate Process Technology / Senior Research Engineer / Research Engineer

EDUCATION & QUALIFICATIONS

Ph.D., Chemical Engineering, University of Minnesota, Minneapolis, Minnesota

M.S., *with honors*, Chemical Engineering, Technische Universitaet, Graz, Austria

Austrian citizen • U.S. Green Card