

RESUME ADDENDUM ■ REPRESENTATIVE LEADERSHIP INITIATIVES

Improved gross margins and maintained quality while lowering prices in response to market pressures.

- Situation & Strategies**
- Customers were constantly pushing for lower prices and market was complying. In response, traveled to Shanghai to assess contract manufacturers to lower COG. Visited six manufacturers and chose one for test case.
 - Within five years had seven-to-fifteen contract manufacturers and 15 office staff. Personally gave approval for pricing before start of any job; used for leverage to secure best pricing / quality and lock exclusive business. Visited factories daily to assess and improve process and quality control.

- Impact**
- **Built Shanghai network of manufacturers; grew gross margins 25% on \$20 million annual cost FOB Asia.**
- As VP Operations, Commonwealth Toy*

Delivered substantial cost reductions while improving production and competitive position.

- Situation & Strategies**
- Customers continually requested reductions in prices for competitive advantage. In response, company needed to further cut already lean COG.
 - Personally initiated comprehensive order-by-order review of materials and factory selection. Instituted order-by-order price approval, again leveraging manufacturer's competitive position to gain best price.

- Impact**
- **Strict attention to detail drove cost reductions of 8% to 12% annually—a bottom-line, competitive impact.**
- As VP Operations, Commonwealth Toy*

Conceived and change managed solutions that saved nearly \$.5 million in costs on a \$4 million order.

- Situation & Strategies**
- Gross margin on key customer's Christmas order was too low. Sample had already been approved and management team saw no way to amend sample, gain customer approval, and ship in time for Christmas.
 - Personally convinced team that such a thing was possible. Sourced less costly components for non-visible portions of product and found substitute fabrication for exterior—both acceptable quality at less cost. Submitted reconfigured sample to customer and gained approval for PO.

- Impact**
- **Increased gross margin by nearly 10 points; reconfigured product shipped on time and sold out.**
- As VP Operations, Commonwealth Toy*

Instrumental in close, production, and delivery of \$6 million order.

- Situation & Strategies**
- Shell Oil wanted a promotion order of 5.7 million Hot Wheels cars to be produced and shipped very quickly. Management was uncertain if order could be produced and shipped in timeframe without disruption to Hot Wheels main line production schedule—a very strong item at the time.
 - Was assigned the task of determining feasibility and then getting it done, with some profit. Reviewed old molds and “tool graveyard” to determine what could be produced without disruption to new models. Chose models and colors and then negotiated with reluctant Hong Kong factory to schedule production ASAP.

- Impact**
- **Produced / shipped \$6 million order on time, satisfying customer, and protecting margins and revenue.**
- As Supervisor, Manufacturing Planning, Mattel, Inc.*

Created new products that delivered \$2 million in sales and satisfied SEC by using obsolete inventory.

- Situation & Strategies**
- Company had \$35 million inventory of obsolete parts in US factories still listed as assets at 100% value—a problem for SEC and stockholders. Needed to show value from assets or take a 100% write-off.
 - Manually sorted through lists of thousands of parts. Cross-referenced with possible models to be produced. Compared best-case sell price with production costs to determine margin and production feasibility.

- Impact**
- **Cleaned up inventory, complied with SEC regulations, and generated enough margin for profitable sales.**
- As Supervisor, Manufacturing Planning, Mattel, Inc.*