

Dwighd D. Delgado

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VICE PRESIDENT / DIRECTOR – OPERATIONS / MANUFACTURING

Domestic and international success in operations management, technology transfer, and new product introduction in leading-edge technologies. Spearhead multimillion-dollar revenue growth, startup operations, new technology introduction, and capacity and cost productivity programs.

Led high-performance operations, manufacturing, engineering, and sourcing teams for **General Electric** and small to mid-size technology manufacturing and consulting firms. Highly accomplished, profit-driven executive with successful track record of achieving on-time delivery, plug-and-play quality, and rollout of new products for multi-site operations in union and non-union environments. Developed and implemented turnkey plans from product conception through production to ensure premium quality at lowest possible costs while exceeding productivity and customer service objectives. Researched, identified, and profitably negotiated competitive domestic and international supply chains. Drove operational excellence through process improvements, organizational development, and proactive leadership. Managed teams of up to 320 people and budgets to \$40 million. International experience in Europe, Mexico, Japan, and China. Fluent in Spanish.

CORE COMPETENCIES

- Business Startup & Turnaround
- Supply Chain Management
- P&L / Cost Control
- Quality Performance Enhancement
- International
- Technology Transfer & Implementation
- New Product Introduction / Launch
- Labor Relations & Teambuilding
- Operations Effectiveness / Efficiency
- Lean Manufacturing

PROFESSIONAL EXPERIENCE

JANOS TECHNOLOGY, INC., Keene, NH

2007 – 2008

Private equity- owned manufacturer of precision infrared optics (lenses & thin film coatings), value-added components, and assemblies, subsequently acquired by a global Fortune 250 company.

Director of Manufacturing

Recruited to turnaround underperforming operations, implement new capital equipment, and improve processes, while improving profitability; key member of team charged with positioning firm for profitable growth and liquidity event.

- Implemented the Danaher Business System within two months of the acquisition, including daily management walk-throughs, +QDIP performance indicators, and multiple kaizen events; achieved ISO 9000:2000 certification.
- Increased revenue shipments 42.7% second half of 2007, reducing past dues 20.4% in 2007; revenue shipments June 2008 YTD (six months) exceeds second half of 2007 (six months) by 21.9%, and past dues reduced an additional 60.0%.
- Improved revenue per employee \$13,000 (H2:H1 +8.8%) while net payroll increased only 13.3% in 2007; revenue per employee improved an additional \$28,400 (+17.7%) while net payroll increased only 4.3% June 2008 YTD.
- Improved EBITDA 57.5% and increased L3M inventory turns to 7.43 (+80.0%) during second half 2007; EBITDA for June 2008 YTD (six months) exceeds second half of 2007 (six months) by 24.7%.

STRATEGIC OPERATIONS SOLUTIONS, LLC, Gaithersburg, MD

2005 – 2007

Manufacturing operations consulting firm focused on helping clients improve profitability by implementing proven solutions to complex operations issues.

General Manager / Owner

Created company and responsible for all consulting operations including sales, marketing, account management, project management, and consultant resources, including project-based subcontracting. Assignments included:

Strategic Operations Solution, LLC, Continued...

- Managed quality and technical assessments (including for Fusion UV Systems, a previous employer).
- Supported large capital equipment planning projects; managed business plans and supply chain projects worldwide.
- Client locations include USA, Asia (Korea, China), and Europe (France, Poland, Netherlands).

SPECTRIS plc – Egham, Surrey (England) / FUSION – Rockville, MD (USA)**1991 – 2005**

Promoted into senior management for this worldwide leading supplier (UK £668 million) of precision instrumentation and controls in three different businesses. Charged with turning around underperforming operations, implementing new technologies, and improving processes while improving profitability.

Fusion UV Systems, Inc. – Gaithersburg, Maryland (1996 – 2005)**Vice President: Strategic Sourcing (6/2004 – 7/2005) / Vice President: Operations (3/2003 – 6/2004)**

Supplied operations consulting, troubleshooting, and turnaround services for subsidiaries of parent SPECTRIS, while based out of Fusion UV Systems, a manufacturer of enabling ultraviolet curing capital equipment and components.

- Reenergized stalled Lean Manufacturing at NDC Infrared Engineering, Inc. by implementing “Lean On The Run,” resulting in a 60% labor cost reduction while increasing output in repair area, using 33% of original space.
- Saved 200 jobs and ensured viability of Brüel & Kjær Vibro GmbH by developing alternate supply chain within six months of announcement that sole source supplier (impacting >60% of revenue) was going out of business.
- Implemented the Fusion UV Systems, Inc. Strategic Facilities Plan that resulted in \$2.8 million cost savings; reduced inventory \$1.6 million; accelerated new product development; achieved ISO 9000:2000 certification.
- Identified and suggested corrections at strategic Japanese customer’s facility that led to \$250,000 order, avoiding \$100,000 in potential warranty costs and securing a long-term customer relationship.

Vice President: Manufacturing (4/1999 – 2/2003)

Implemented Lean Manufacturing; absorbed engineered (custom) products; overcame key account management issue.

- Created and developed a manufacturing organization responsive to rapid changes in demand, facilitating a 15.7% average annual business growth, \$17 million (1990) to \$84 million (2001).
- Expanded new supplier qualification methodology by successfully securing an alternate supplier to counter annual price hikes from sole source supplier, resulting in >25% reduction in unit costs and improved life >100%.

Director of Manufacturing (9/1996 – 3/1999)

Maintained competitive edge by upgrading global supply chain for improved quality, delivery, and costs.

- Achieved 1997 PBIT of 26.6%; conducted due diligence for proposed offshore acquisition; improved inventory turns 48% and cycle count >96%; consolidated core technology operation.
- Aggressively streamlined the existing supply chain by >60%, rewarding performance while pruning less-viable suppliers; implemented new PCB supplier and test strategy, reducing plug-and-play defects >15%.

Fusion Systems Corporation – Rockville, Maryland (1991 – 1996)**Director of Manufacturing (1994-1996) / Director of Fabrication (1991 – 1994)**

Prepared company division for decentralization, facilitating sale and acquisition by U.K. company in 1996; played key operational role in successful IPO (1994) via timely turnaround performance of core technology.

- Achieved ISO 9001 certification; earned Customer Satisfaction Award for outstanding Manufacturing teamwork in support of Sales/Marketing objectives; decentralized corporate support functions; consolidated operations.
- Introduced a new supplier problem-resolution methodology that eliminated deficiencies costing \$30,000 a month in warranty expenses, which threatened ability to meet customer commitments.
- Turned around the delivery, quality, and cost performance for a critical core technology component; achieved ISO 9002 certification; managed proprietary technology supplier partnership.
- Introduced a new customer problem resolution methodology, key to successfully salvaging a high-visibility strategic European account at a \$250,000 installation.

GENERAL ELECTRIC COMPANY – Fairfield, CT (USA)**1977 – 1991**

Advanced into middle management for this global Fortune 10 conglomerate at the interface between marketing, engineering, and manufacturing in two different businesses. Charged with implementing new technology and new products into manufacturing while improving profitability.

GE Lighting – Mattoon, Illinois & Cleveland, Ohio (1987 – 1991)**Resident Engineering Manager / Senior Project Manager / Manager-New Processes and Equipment**

Led transfer of next-generation technology into manufacturing for halogen light sources, facilitating plant consolidations.

- Turned around \$10 million key technology transfer project from Japan, resolved management crisis, and recovered five-month deficit. Implemented cost improvement programs totaling \$2.2 million.
- Provided project management for >\$15 million key technology transfer; turned around critical new product introduction; boosted net income \$1.5 million annually via development of offshore technology transfer.

GE Ceramics, Inc. / GE Technical Services Co.**Ciudad Juarez, Mexico & Cleveland, Ohio (1984 – 1986)****Operations Manager-ECOM de Mexico / Manager-Special Projects**

Led startup and manufacture of electronic ceramic packages in a Mexican maquiladora, which grew to 100+ employees.

- Earned Managerial Award for innovative pay-for-performance system; transferred the majority of post-firing processes for multiple product lines, achieving \$3 million in shipments within two years.
- Achieved on-time completion within five months and under \$600,000 budget for technology transfer to Mexican maquiladora shelter operation.

GE Lighting Business Group – Cleveland, Ohio (1977 – 1984)**Manager-Shop Operations / Production Engineer / Specialist-Materials and Production Control**

Led technology transfer of new products and processes into manufacturing, while precipitating culture change.

- Transferred new product technology and implemented annual cost improvements of \$663,000 in 1981, \$998,000 in 1982, and \$2.3 million in 1983.
- Earned Managerial Award for leadership role in new product introduction; implemented centralized materials management program and reduced inventory \$500,000.

EDUCATION & CREDENTIALS

George Washington University – Washington, DC
Master of Engineering Management, 1997

Georgia Institute of Technology – Atlanta, GA
Bachelor of Industrial Engineering, 1977

ASQC Certified Quality Engineer
Georgia Engineer-In-Training Certificate
Private Pilot License – Instrument Rating

Professional Development

DBS Boot Camp (Danaher), Lean Manufacturing, Shop Operations I & II (GE Management Development Institute, Crotonville, NY), Project Management Body of Knowledge (PMI), Quality Function Deployment, Creative Problem Solving, Facilitator Skills, Intensive Interviewing, Kepner-Tregoe Genco II.