

# MARK HANCOCK

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## VICE PRESIDENT OF OPERATIONS

### Lean Manufacturing / Supply Chain Management / Continuous Improvement

Forward-thinking, innovative senior executive with 20+ years' experience delivering cutting-edge business improvement solutions through lean manufacturing and total quality management tools in global companies. Demonstrated record of repeat success in implementing new initiatives that reduce cost of sales, improve product quality and increase customer satisfaction. Skilled at recruiting and maintaining high-performance employees and teams of experts. Financial management experience with oversight for budgets exceeding \$100 million.

### CORE QUALIFICATIONS

- Product Development
- Supply Chain Management
- Lean Manufacturing
- Strategic Planning
- Manufacturing Operations
- Process Improvement
- Project Management
- Outsourcing
- Production Controls
- Test Engineering
- Cross-functional Teams
- Continuous Improvement
- Supplier Development
- Product Engineering
- Manpower Planning
- Capital Acquisition
- Materials Management
- Total Quality Management

### CAREER HISTORY

#### **DIRECTOR OF MANUFACTURING**, Millar Instruments, Houston, TX (2003 to 2005)

*Medical device manufacturer with niche market in catheters and \$10 million in annual revenues.*

Recruited to create and execute company's manufacturing plan and provide overall strategic direction for revenue growth and market share expansion. Operational oversight included manufacturing, planning, and manufacturing engineering. Managed staff of 40. **Impact: Increased manufacturing productivity 50% on company's major product line (contributed 40% of annual revenues) by installing lean manufacturing principles and techniques.**

- Improved inventory turns by 40% and increased work-in-progress inventory turns from 10 to 40 annually by instituting sound inventory practices and controls, reducing manufacturing cycle times and creating a Kanban system.
- Reduced product delivery lead time from 39 days to 14 days by instituting a Sales and Operations planning process.
- Generated substantial improvements in product yields (up to 300%) by conducting company-wide training on Lean Manufacturing and Crosby Quality Improvement processes.

#### **DIRECTOR OF OPERATIONS**, Symbol Technologies, Reynosa, Mexico (2002)

*Billion-dollar manufacturer of barcode scanners, handheld computers, wireless network products, and software solutions.*

Managed engineering functions and manufacturing activities for six independent business units in Mexico, which produced 90% of company products. Supervised 700+ associates in day and evening shifts. Oversaw a special project to identify and establish viable suppliers for outsourcing production. **Impact: Raised manufacturing productivity 100+% by implementing continuous improvement process in manufacturing operations; achieved product yields over 90% for majority of product lines.**

- Surpassed all turnaround objectives in one quarter. Increased manufacturing productivity by implementing Continuous Flow Manufacturing and installing process controls and measurements.
- Assembled high-performance team to evaluate internal production costs of printed circuit boards versus outsourcing production. Saved company \$7 million annually by developing long-term outsourcing strategy with key supplier.

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## CAREER HISTORY continued

### **GENERAL MANAGER**, Xetel Corporation, Irving, TX (2001)

*Contract electronics manufacturer with \$200 million in annual revenues serving wide variety of OEMs nationwide.*

Accountable for Xetel's Dallas-based contract electronics manufacturing facility with 100+ employees. Oversight for P&L, growth and operations management. Interfaced directly with customers and facilitated sales transactions. **Impact: Grew revenues 250% in first 90 days and helped the operation realize a profitable quarter for first time in company history.**

- Recruited and fully staffed company operations for four shifts, including management and support personnel, in three weeks. Efficient business operations helped sustain 200% increase in manufacturing operations.
- Introduced quarterly customer business reviews, which increased company's competitive edge, enhanced customer service, and expanded customer base.

### **SENIOR DIRECTOR OF MANUFACTURING**, Telxon Corporation, Houston, TX (1995 to 2001)

*\$400 million manufacturer and supplier of handheld devices and wireless network products.*

Brought onboard to revitalize an inefficient manufacturing operation with poor product quality and excessive personnel. Oversaw manufacturing, factory engineering, program management, outsourcing, and production control for all company products. Key member of implementation team that introduced Oracle ERP system to meet Y2K requirements and upgrade all aspects of operations. **Impact: Improved product yields from 65% to 97% while improving productivity by 40% and reducing the indirect manufacturing staff by 75%.**

- Built and managed cross-functional team of experts to outsource 80% of company's PCB manufacturing in six months. Efforts helped company reduce operating costs by \$5 to \$10 million annually.
- Pioneered lean manufacturing practices and total quality management; improved product yields from 65% to 97% and overall work productivity increased 40%.

### **DIRECTOR OF PRODUCTION MANAGEMENT**, Olson Metal Products, Sequin, TX (1993 to 1995)

*Contract manufacturer of computer cases, mechanical assemblies, and high-volume metal stampings with annual revenues of \$70 million.*

Handled daily operations and managed key functional areas, including assembly plant, purchasing, planning, warehouse, manufacturing engineering, and MIS. Supervised 100+ employees. **Impact: Integrated critical performance-measurement tools for effective management of key business factors.**

- Executed continuous flow systems that strengthened productivity and yielded impressive operational results: raised productivity in assembly operations more than 100%, maintained 98% on-time shipments, and consistently met shipping targets.
- Instituted cycle count program for inventory, which delivered 99% accuracy in inventory counts and eliminated need for expensive physical count; company saved \$200,000 annually.

### **VICE PRESIDENT OF OPERATIONS**, Sextant Electronics, San Antonio, TX (1991 to 1993)

### **DIRECTOR OF MANUFACTURING**, AMP, Inc., Round Rock, TX (1987 to 1991)

## EDUCATION, CERTIFICATIONS & TRAINING

BBA in Engineering Management, University of Texas, Austin, TX  
Certified Trainer for the Crosby Quality Education Systems

## AFFILIATIONS

Society of Manufacturing Engineers / Surface Mount Technology Association