

## Audie M. Penn

Sandwich, IL 60548 - 217-520-5960 - audie@audiepenn.com - linkedin.com/in/audiepenn

---

# Vice President of Operations

---

Influential Leadership | Strategy Design & Deployment | Consulting | Data Analysis  
Multi-Site Management | LEAN & Six Sigma Methods | Operational Efficiency

Senior executive with proven success. Maximize profitable revenue by designing and deploying innovative business transformation strategies for leading companies. Drive operational efficiency by applying LEAN manufacturing methods, streamlining processes, and expanding capacity in alignment with consumer demands. Mitigate operational threats and disruptions by balancing complex functional and relational dynamics.

A results-driven leader known for building high-performing teams, outpacing stretch goals, and attaining legacy status for clients and organizations. Unite cross-functional groups in a shared vision by addressing sensitive topics tactfully, diffusing conflict, and outlining roles, responsibilities, and accountability expectations. Encourage employees to pursue training and development opportunities in alignment with personal and professional goals.

Product & Market Segmentation • Differential Investments • Leadership Development • Succession Planning  
Continuous Process Improvement • Capital Expenditure & Working Capital Oversight • Quality & Safety  
Economic Evaluations • Fiscal Performance & Productivity Enhancements • Accountable Culture Cultivation  
Executive Coaching • Product Management • Client Solutions • Budget Management & Reallocation

---

## Entrepreneurial Experience

---

**Audie Penn Consulting** Chicago, IL & Global Locations

2012-Present

A private consulting firm focused on operational transformations and merging functional and relational processes for optimal performance.

### **Global Operational Performance Consultant & Executive Coach**

Steer six clients in transforming operations, report results to senior leadership teams, and collaborate with over 200 cross-functional experts to reach customer goals. Coach executives, mid-level managers, and front-line supervisors in flawless tactical execution and adhere to budgets up to \$3 billion.

- **Facilitated \$600 million in EBITDA** for Summit Building Materials, a leader in the wholesale construction industry, by developing an operational deployment strategy, gaining board approval for implementation, and coaching executives in defining and translating objectives in alignment with organizational vision.
    - Defined a proposed governance system, formed and monitored KPIs, and communicated tactical plans across all levels of responsibility.
  - **Obtained \$110 million in EBITDA** by designing a CEMEX production system for 11 US manufacturing plants and 17 European facilities for a multi-billion-dollar global customer, defining, documenting, and launching LEAN projects, and guiding plant leadership in gap analysis and tactical execution.
    - Consulted and guided high-level executives in fostering servant leadership skills, ensuring LEAN transformation success, and planning and developing future initiatives and positive culture shifts.
  - **Boosted client equipment and process performance** by identifying and conducting multiple efficiency projects, stabilizing C3S in raw kiln feeds, and adjusting chemistry for finish mills.
  - **Increased material recirculation and throughput** by leading a LEAN project on fan blade angles.
- 

## Career Experience

---

**Caterpillar, Inc.**, Irving, TX

2008-2017

A manufacturer of construction and mining equipment, diesel and natural gas engines, industrial turbines, and diesel-electric locomotives.

### **Manufacturing Technical Steward & LEAN Methodology Manager (2016-2017)**

Reported to the director of Caterpillar production systems and served as an international energy and transportation division consultant.

- **Attained \$30 million in incremental profit** by overseeing an executive legacy project, differential investments, and divestitures based on economic profit contributions and global business performance.
- **Improved +30% of business performance** by forming and delivering LEAN (CPS) training programs and coaching executive leaders in culture transformation techniques.
- **Orchestrated +30% in operational efficiency** by collaborating with external customers in building and implementing ultramodern systems.

#### **Director, Supply Chain Optimization (2016)**

Supervised four directors in building and executing supply chain optimization plans and reported to the director of EVC. Engineered value chain programs for global operations and oversaw a \$250 million budget.

- **Avoided \$70 million in costs** by analyzing and positioning inventory to increase flow.
- **Ensured 100% compliance** with internal governance requirements by training enterprise-wide teams on all supply chain optimization process components.
- **Gained +30% efficiency** by refining end-to-end supply chain functions from distribution to delivery.

#### **Global Deployment Master Black Belt (2013-2016)**

##### **Group Manager, Hydraulic Excavator Assembly Operations, North America (2011-2013)**

Planned and allocated a \$90 million budget for a billion-dollar top line manufacturing operation and oversaw hydraulic excavator assembly and engine subassembly for large and medium wheel loader facilities. Reported to the value stream manager and led eight staff.

- **Recovered \$350 million in top-line revenue** by diligently focusing on attaining performance metrics and instituting process changes for improved safety, quality, on-time delivery, and productivity.
- **Increased +40% of operational capacity** by leading LEAN Six Sigma education initiatives and traveling to global sites to consult with stakeholders on continuous improvement and delivery initiatives.
- **Drove +25% in safety and quality levels** by implementing accountability cycles for observable unsafe conditions, training for uncertain behaviors, and conducting assembly operation throughput yield analyses.

#### **Strategic Fabrications Engineer Manager (2010-2011)**

Reported to the factory manager, supervised six staff, and controlled a \$28 million budget. Formed and launched operation and fabrication plans for large and medium wheel loader and hydraulic excavator facilities. Justified costs and conducted capacity planning activities for robotic weld cells, machine tools, and plant and cell layouts.

- **Saved \$8 million in fixed costs** by serving three product groups and introducing cost modeling and LEAN concepts in fabrication redesigns.
- **Reaped exponential efficiencies** by shifting fabrication planning and execution to the materials requirements area, transitioning processes to a pull-based system, and designing one-piece flow models to position thermal shaping functions adjacent to common material units.
- **Accelerated throughput significantly** by reducing work in progress and cell footprints and expertly streamlining cell inventory.

#### **Supplier Product & Process Collaborations Engineer Manager (2008-2010)**

Led 32 engineers in designing manufacturability and cost processes for heavy structures, lower power trains, electrical and hydraulic systems, and cabs. Reported to the director of supplier product and process, administered a \$19 million budget, and crafted and initialized advanced purchasing and production engineering procedures across the global supply base.

- **Delivered \$500 million in savings** for 14 new product introductions across four lines by reducing carryover component costs, improving new element design and manufacturing processes, developing a component cost analysis tool to evaluate targets, and identifying outliers for cost reduction negotiations.
- **Eliminated \$100 million in production costs** by partnering with internal design stakeholders and external manufacturing engineers to analyze the tradeoffs of outsourcing versus insourcing crucial functions and rendering "make versus buy" decisions.
- **Achieved +80% in quality output** by integrating advanced product and quality planning (APQP) processes into the design phase.

- **Realized +30% in productivity** by crafting a supplier product and process collaboration model for Global Machine Design Center NPI projects, gathering engineering data, leading associate recruitment efforts, and standardizing casting, forging, burn-to-shape, machining, welding, forming, and stamping functions.

**The Manitowoc Company**, Manitowoc, WI

2004-2007

A crane business producing market-leading lifting solutions, manufacturing innovative products, and delivering support services.

**Plant Manager & Machining Superintendent**

Recruited by the title to turn around operational performance and managed 16 staff and a \$54 million budget. Led operations, engineering, supply chain, materials management, and HR functions for two facilities.

- **Yielded \$750 million in topline OEM**, championed \$500 million in sales in less than a year, and exceeded EBITDA targets by onboarding additional talent, acquiring incremental materials, and boosting production capacity to meet market demands.
- **Averted \$17 million in losses** by adeptly managing a critical risk reduction plan for each KPI.
- **Spearheaded +40% in performance** by analyzing historical data for engineering, supply chain, and process metrics, establishing targets, and providing actionable feedback and training to operational teams.
- **Earned #1 status** for safety, quality, delivery, and productivity in ten months by initiating process and culture improvements across all manufacturing sites, establishing clear leadership roles, reorganizing staffing, and hiring supervisors, engineers, and factory personnel.

**Earlier Experience:** Manufacturing manager & production control scheduler for John Deere Davenport Works, production supervisor for Kewanee Boiler & plant manager for Hi-Way Equipment Company

---

## Education & Professional Development

---

St. Ambrose University

**Master of Business Administration (MBA) in Management & Operations**

Western Illinois University

**Bachelor of Business Administration (BBA) in Business**

Society of Manufacturing Engineers, **LEAN Bronze, Silver, & Gold Certifications & Master Black Belt**

Thomas International, **Personal Profile Analysis DISC Certified Practitioner**

InTouch Ahead of the Curve, **Non-Executive Director Certification & Board Development Program**

---

## Professional Associations & Awards

---

LEAN Certification Alliance, Committee Member & Certification Oversight & Appeals Chair

Association for Corporate Growth & Association of Manufacturing Excellence, Member

Caterpillar Inc., CPS Executive Director Award