

# Rob B. Johnson

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Read about my leadership paradigm, Intimate Proximity: Hands-on Leadership: ([IntimateProximity.com](http://IntimateProximity.com))

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## Executive: Operations, Manufacturing, Supply Chain

In many complex, global operations, I established self-sustaining processes to permanently address long-standing problems. I didn't strong-arm these lasting achievements simply through my strength of will. Instead, I mentored cross-functional teams through personal coaching to unvarnished metrics. We identified the gaps to our standards, we discovered the underlying issues, and then we put in practical fixes. I love to bring order out of chaos by empowering high-performance teams to tackle complicated problems according to my vision instead of simply following my directives.

I'm not a leader of character due to my extensive training, years of multi-industry experience, or my many positions with "leader" in the job description. Instead, I can simply look around at the team following me and listen to them praise the accomplishments we made together. The results and the people speak for themselves. Categorical executive expertise:

- Transformational Leadership and Change Management
- Leverage Intelligent Technology to Drive Business
- Executive Leadership and Relationship Management
- Lean Operations Process Re-engineering
- Multi-site Global Operations Leadership
- Cross Functional Leadership

### EXECUTIVE EXPERIENCE

**ArcherDX**, Boulder, CO

2015

#### **Vice President of Operations**

*Lead team of 50 with leadership of all corporate operations including Executive Leadership Team, production planning, inventory forecasting, custom and catalog new product development commercialization, order management, procurement, and Human Resources for \$18 million start-up biotechnology company (ISO 13485) specializing in industry-leading technology in the development of next generation sequencing (NGS) cancer assays with 125 employees in two domestic sites.*

- \$1.3 million in incremental revenue for first year and \$32 million in total revenue over two years negotiated in contract surpassing the collective revenue efforts of the company's sales force in the first six months of the year.
- 40% increase in company size with employees on-boarded through Human Resources teams and processes that I created within the first two months of hire.
- 100% improvement in time-to-market for new custom and catalog NGS panels by developing processes and supervising efforts between culturally-disparate Colorado and Massachusetts sites.
- Primary corporate leadership counselor and trainer creating and implementing company vision statement, hiring and firing practices, parental leave policy, and coaching for up-and-coming leaders.

**BouMatic**, Madison, WI

2013–2014

#### **Director, Global Sales & Operations Planning (S&OP)**

*Directed team of 37 in global leadership and direction of all corporate production planning, inventory forecasting, order scheduling, and procurement for \$250 million, global leader in design, manufacture, and supply of highest quality milking systems and light gauge steel dairy farm equipment with 1,000 employees and domestic and international plants.*

- \$2.3 million in sales orders shipped two weeks ahead of schedule by leading global planning efforts across three manufacturing locations and two continents including management and customer communication.
- 15% improvement in on-time and complete shipments realized by establishing global S&OP process incorporating Demand Plan, Supply Plan, and Make/Buy Plan within six months of hire.
- \$52,000 potential revenue increase supported by providing strategic leadership to manufacturing, planning, and shipping teams in education, training, and initial implementation of Theory of Constraints.
- \$300,000 saved in employee time and software expense by personally coding suite of company standard tools; accepted as new standard for global operations.

**Thermo Fisher Scientific, Inc.**, Madison, WI

2008–2013

#### **Production Control Manager, Manufacturing Manager**

*Managed 200-member organization across all manufacturing and operation functions, service parts, and import/export compliance for \$17 billion world leader serving science with innovative technologies, purchasing*

*convenience, and comprehensive support with 50,000 employees in 50 countries.*

- \$1.4 million in incremental revenue and \$300,000 incremental inventory reduction achieved by establishing Kanban inventory stocking program for low-usage accessories.
- 50% annual revenue increase to \$330 million generated over four years leading Sales, Inventory, and Operations Planning (SIOP) in improved cross-functional process.
- Recruited to lecture at the University of Wisconsin – Madison School of Business on leadership techniques for evaluating project goals and accomplishing them through team effectiveness.
- 300% improvement in on time ship rates through unconventional procedural change in scheduling production orders; named Q3 2012 Division winner of Customer Allegiance Score Award.
- Created online order status tool enabling 180+ global users to get their information 10,000%+ times faster that is automatically updated from SAP four times per day requiring no additional human interaction.
- 95% average inventory record accuracy reached leading long-term organizational inventory improvements and overseeing factory's 19% improvement.
- Led inventory reduction of excess and obsolete parts in second half of 2012 to come in 70% under budget.
- 15% inventory reduction achieved by supervising reduction plans across three global manufacturing sites.
- Managed introduction of 13 new major scientific instruments from development through production that contributed to BU's 50% annual revenue increase to \$330 million over four years.
- \$145,000 saved in raw materials and finished goods inventory after implementing Lean Enterprise and developing Class A metrics with automated, daily, and near-real-time updates.
- \$20 million criminal penalty per violation and \$250,000 civil penalty per violation avoided supervising import/export compliance with procedures considered best in class in corporation.

**Spectrum Brands, Middleton, WI**

2002–2007

#### **Director, Operations Program Management**

Oversaw operations, internal consulting, marketing operations, SAP implementation, and indirects purchasing for \$4 billion diversified consumer products company with 12,000 employees and domestic and international sites.

- \$800,000 saved in annual corrugate spend (23%) by actively negotiating strengths and weaknesses with multiple vendors to realize additional savings with two year contract over initial bids.
- \$200 million business loss from top four customers eliminated by orchestrating efforts and communication of multiple internal departments and outside agencies to end shipping shortages quickly.
- Delivered product to market three weeks ahead of schedule spearheading seamless company integration by coordinating SAP functions, analyzing pricing and vendors, and training personnel in new procedures.
- \$127,000 cost reduction achieved (24% from initial budget guidelines) by providing end-to-end project management for purchase of shrink sleeve applicator machine to label shampoo bottles.
- \$240,000 potential cost increase reversed to \$210,000 cost savings by developing new supplier for Brewer's Yeast and coordinating cross-functional activities for new material introduction.
- \$400,000 saved annually in packaging material by identifying need, conducting full spectrum analysis, recommending change, and navigating change through all functional areas.
- \$623,000 saved after conducting industry-wide due diligence and securing contracts for most effective plastic injection molding equipment.

#### **Additional Career Position**

**Captain, Infantry, U.S. Army, Worldwide (1991–1999)**

- Ranger, Airborne, Air Assault, Expert Infantryman Badge

#### **EDUCATION**

**M.B.A., Supply Chain Management, University of Wisconsin-Madison, Madison, WI - 2001**

**B.S., Engineering, United States Military Academy, West Point, NY - 1991**

#### **CERTIFICATION**

**Practical Performance Improvement, Thermo Fisher Scientific**

#### **PRESENTATION**

**Keynote Speaker, Innovation Enterprise, Las Vegas, NV, "Implementing S&OP Through Intimate Proximity"**

**Keynote Speaker, APICS, Madison, WI, "How to Lead When You're Not 'In Charge'"**