

Marc E. Schwartz

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SUMMARY

Programs have accounted for over \$112,000,000. Average return on initiatives has been \$3,750,000 with percentage improvements ranging between 13% – 67%.

PROFILE

- Operations leader with 24 years experience planning and directing continuous improvement strategies in varied industries and specific projects.
- Conducts statistical and financial investigation in composing corporate business cases. Adapts forecasting with sensitivity and risk analysis for quantitative decision making.
- Motivating team leader; ability to apply unique alternatives in addressing challenges.
- Visionary thinker incorporating lifecycle product strategies into long range plans.
- Proven ability to improve quality, lower costs, increase productivity and generate revenue.

EXPERIENCE

CHRYSLER LLC, Auburn Hills, Michigan; Automotive Manufacturer 1994 - 2008

Global Product Marketing Manager; responsible for development and launch of Jeep Liberty, Dodge Nitro and Dodge Ram vehicles, also acted as an Internal Consultant (2003-2008).

- Led Recovery and Transformation Plan (RTP) initiatives through Sales & Marketing deploying improvement strategies with various engineering teams. Example; 2008 Dodge Nitro reduced build combinations to 484 from 167,424. Lowering product cost over \$160 dollars per unit in addition to simplifying product ordering (2007 - 2008).
- Organized team increasing Sirius® Satellite Radio feature by making it standard on a higher percentage of Chrysler vehicles. First year margin exceeded \$34,000,000 (2007).
- Represented and presented the Dodge International introduction in Seville, Spain. Developed presentations and addressed International media cycled through by country. Interfaced with over 300 International journalists (2007).

Process Reliability Manager / Methods & Standards Engineer (1994 - 2003).

Responsible for paint center processes; managed corporate launch of \$260,000,000 budget; directed construction companies and vendors. Project included new automated paint spray booth, new robotic sealer cells plus all man-assignments and training for 366 technicians.

- Augmented “High-flow” product from EFTEC Corporation to seal vehicle roof. Action also enabled elimination of roof molding system at \$5.00 per unit. Savings exceeded \$1,700,000 per year. This process received Chrysler Gold Manufacturing Award for the year (2000).
- Implemented an attachment molding process with 3M Corporation; removed brazed joint on Jeep connecting roof to vehicle body. Improved first time capability over 15% saving \$9,000,000 over two years. This process received Chrysler Silver Manufacturing Award for the year (1999).

- Championed Liquid Applied Sound Deadener (LASD) technology with FANUC Robotics and PPG suppliers. Application removed material manually applied to the vehicle floor pan to retard noise. New robotic process eliminated manpower, directed material exactly where required, reduced material cost and weight. First of its kind system applied on Jeep Grand Cherokee saving \$6,500,000 each year (1998 - 2000).
- Calculated manpower requirements based on engineering standards and developed station by station man-assignments which included step-by-step instructions, samples, illustrations and digital photographs when appropriate. Installed during development of all new Jeep Grand Cherokee product introduction. Launch reduced manpower by 10 percent with no loss of quality or downtime attributed to manpower savings. (1999).

DEWOLFF, BOBERG, & ASSOCIATES, Charleston, South Carolina 1993 -1994

International Consulting - Project Manager; Collaborated with major manufacturers in the automotive industry. Implemented “quick results” short run schedules tied to long term plan.

- Trained and utilized continuous improvement methods with director level management team to map process and reduce non-value adding activities. Reengineered new vehicle development to an average three year cycle from a six year process. (1994).

HEAVENLY CAUSE FOUNDATION, Homestead, Florida (Private Foundation) 1993

Independent Consultant; Teamed with consultants for private foundation in southern Florida after the devastation of Hurricane Andrew to rebuild homes and businesses.

- Remarketed Homestead/Florida City, Florida by developing a strategic marketing plan for the region with civic & government officials. Strategy featured a home built in 24 hours with coverage on Univision® television.

COOPERS & LYBRAND, Pittsburgh, Pennsylvania 1989 -1992

International Accounting and Consulting – Consultant; Facilitated Business Process Reengineering and lean manufacturing principles with Fortune 1000 clients.

- Administered mid and executive management training with healthcare and manufacturing clients. Saved \$1,100,000 in healthcare and \$1,800,000 for a communication business by process mapping to reduce non-value adding activities (1991 – 1992).

SYNERGETICS, Weymouth, Massachusetts 1989

International Consulting - Project Manager; Implemented management control systems and executive training while working in Mexico for a Fortune 500 manufacturing client.

- Led staff and facilitated “Disney” brainstorming sessions developing an inventory control system which colorized and routed grocery coupons for redemption. Applied “management-by-walking-around” techniques in dispensing and following-up on work assignments; team increased throughput to 3.6 million from 2.2 million units average daily - achieving number one metric from facility ranking last of eleven plants.

ALEXANDER PROUDFOOT COMPANY, West Palm Beach, Florida 1985 -1988

International Consulting - Chief of Operations; Installed management improvement systems in manufacturing, food processing, retail, service, and technical industries. Training clients to identify lost time and value adding activities for improving quality and productivity.

- Directed \$1,300,000 manufacturing improvement project supervising 18 consultants. Trained staff and clients to aid floor supervision and forecasting production planning. Resulting manpower productivity savings combined from 12 departments exceeding \$5,000,000 annually and resulted in two consultants being promoted to senior level (1987).
- Wrote and directed filming of training and continuous improvement videos for manufacturing and food service clients. Aided in “train-the trainer” portfolio. Videos were used for new staff orientation and as refresher course for more seasoned staff. (1986 1988).

EDUCATION

Lawrence Technological University, Southfield, Michigan *Expected Graduation 2011*
Working towards Doctorate of Business Administration

Lawrence Technological University, Southfield, Michigan 2005
Master of Science / Operations Management

Baker College, Flint, Michigan 1999
Master of Business Administration / Concentration in Leadership Studies

University of Pittsburgh, Pittsburgh, Pennsylvania 1979
Bachelor of Arts and Science Degrees / Economics and Psychology

SUPLIMENTAL EDUCATION HIGHLIGHTS

- International Supply Chain Education Alliance – Supply Chain Analyst 2009
- DaimlerChrysler/Shanin – Black Belt Certification 2003
- DaimlerChrysler/Shanin – Green Belt Certification 2001
- Dale Carnegie - Leadership Certification 2001
- Institute of Management Consultants – Certified Management Consultant 1993
- Coopers & Lybrand National Training Center
 - Total Quality Management 1992
 - Just-In-Time Methodology 1991
 - Structured Analysis 1990
- North Carolina Outward Bound School – Outward Bound Management Training 1982
- Commonwealth of Pennsylvania – Certified Secondary Education Teacher 1980

LEADERSHIP PHILOSOPHY

First and foremost, I think systematically. I look to optimize an entire structure versus a singular component piece. My style affiliates closely with “positive leadership”. In essence, selecting the best people, asking what we do well as a company and how can we continuously improve and apply our best systems across the organization. I encourage teams to develop a strategic lifecycle strategy - looking far down the road. I am tenacious about quality and continuous improvement. Make it right the first time. Allow for adaptability and technological advancement. Take into account customer individuality and natural evolutionary developments in the planning stages. The product and /or process should be able to stand the test of time incorporating flexibility and capability to meet today’s customer’s needs while preparing for future opportunities and competitive responses.

My long term strategies are spelled out and made known to the team. I obtain buy-in from team members as the program begins and pull-in levels of expertise focusing on being the best. Organization members understand the goals and objectives and can collaborate even more effectively, implementing short term initiatives incorporating the near term objectives with the longer term strategic plan.

“Trust and respect are earned – not given”. This is but one of my credos on leadership...that I must earn the trust and respect of those around me each and everyday. I actively participate in two-way communication - transmitting and receiving information. I work with teams to develop a “lets reason together” mentality as I am a strong believer in participatory leadership. My core of trust and respect is built upon a foundation of responsibility and accountability with high ethics and standards. I put value on people first and have been rewarded in kind. My efforts are to engage teams in activities that offer a sense of pride and prestige, delivering a feeling of accomplishment, enjoyment and fulfillment. This direction offers a high value proposition to customers with a clear team goal to improve the organization’s competitive position. .

SUCCESS FACTORS

Programs must be fiscally sound. A strong positive business case backed with financial analysis is mandatory. I work with the finance team and apply a series of mathematical checks and balances to assure the program accurately captures a positive business outcome. My application of lean tools supports an economic foundation; that resources are limited and scarce. I look to make the most from the least. I support a significant amount of research and data gathering. I involve other internal resources, test theories, interview customers and review trends from many sources.

Most important, I am confident. Before an idea is brought forward to executive leadership, critical thinking skills and logic have been applied. The team has to be unswerving in its resolve to implement. Presentations are developed that combine the leadership philosophy with quantitative techniques illustrating a clear road map on what is being done, who is going to get it done, the timeframe for completing the tasks, expected completion and the return of the invested resources.

I regularly review and monitor the team’s progress, get to “stay the course” through to completion.