

DWIGHD DELGADO

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MANUFACTURING TECHNOLOGY CHANGE AGENT

STARTUPS & TURNAROUNDS | TECHNOLOGY TRANSFERS | NEW PRODUCT INTRODUCTIONS

- ✓ **Performance Focused.** Led high performance operations, manufacturing, engineering and sourcing teams for General Electric, Spectris plc, and small to mid-size technology manufacturing and consulting firms.
- ✓ **Profit-driven.** Successful track record of achieving on-time delivery, plug-and-play quality, and significant cost improvements. Saved >US\$14 million in total cost productivity; additional >\$5M in economic impacts.
- ✓ **Team Leader.** Managed up to 120 direct & indirect personnel, multi-cultural teams of up to 320 people and budgets up to \$40M. Served on multiple non-profit advisory boards.
- ✓ **Cross-Cultural Mindset.** International experience in Europe, Mexico, Japan, and China. Fluent in Spanish.

Operational Excellence | Performance Management | Lean Six Sigma | New Product Introduction
Customer Relationship Management | Supply Chain Management | Organizational Development

BUSINESS RESULTS HIGHLIGHTS

Operations Turnaround

- Improved revenue per employee +5.6% 2nd half of 2011 despite a precipitous -17.7% decline in sales, by addressing numerous performance issues; improved EBITDA +248.1% and Net Income +162.0% in 1st half of 2012, due to increased revenue shipments +25.7% and improved revenue per employee +45.6% (highest productivity ever >7 years).

Technology Transfer

- Provided on site project management for >\$15 million key technology transfer in 1988 that generated \$40 million incremental revenue by 1991; boosted net income \$1.5 million annually in 1987 via development of offshore technology transfer to Mexico.

New Product Introduction

- Turned around critical new product introduction in 1989, by temporarily shutting down the initial production line, executing a detailed 5 month recovery plan, requalifying 3 production shifts, and meeting original delivery, quality, and cost objectives by year end.

PROFESSIONAL EXPERIENCE

STRATEGIC OPERATIONS SOLUTIONS, LLC Gaithersburg, MD (USA)

2001 - present

General Manager / Owner

Launched this manufacturing operations consulting firm focused on helping clients improve profitability. Responsible for all business and consulting operations, including project based subcontracting. Manage quality and technical assessments, business and strategic plans, large capital equipment and supply chain projects worldwide. Client locations include USA (multiple states), Asia (Korea, China), and Europe (France, Poland, Netherlands). Community Service includes TEDCO (MERL - MD) and Tech Council of Maryland (VMS - MD), in addition to other organizations.

PREMATECH ADVANCED CERAMICS Worcester, MA (USA)

2011 - 2012

Operations Manager

Privately owned service provider of application-adaptive ceramic machining and polishing of silicon carbide components and other advanced ceramics. Recruited to turn around under-performing operations.

- ❖ **Operations Turnaround.** Improved revenue per employee +5.6% 2nd half of 2011 despite a precipitous -17.7% decline in sales, by addressing numerous performance issues. Improved EBITDA +248.1% and Net Income +162.0% in 1st half of 2012, due to increased revenue shipments +25.7% and improved revenue per employee +45.6% (highest productivity ever >7 years).
- ❖ **Lean Six Sigma.** Re-energized a lean manufacturing program via a sustained 5s+s program, and standard work and preventive maintenance kaizens, in addition to benchmarking companies espousing self-directed work teams.
- ❖ **Workforce Development.** Established a co-op program with local technical vocational high schools to recruit and engage the next generation of CNC Machinists, while serving on local college and high school Advisory Boards.

CLEAR ALIGN, LLC Eagleville, PA (USA)

2009

Vice President of Manufacturing

Privately owned manufacturer of custom imaging, sensing, and fiber optic systems for the aerospace and defense markets. Contracted to prepare manufacturing for significant growth. Identified and addressed a variety of supply chain issues. Implemented new procedures and trained personnel in lean manufacturing methodologies.

JANOS TECHNOLOGY, INC. Keene, NH (USA)

2007-2008

Director of Manufacturing

Private equity owned manufacturer of precision infrared optics, value added components & subassemblies, subsequently acquired by a Fortune 250 Company. Recruited to turn around under-performing operations; key member of team charged with positioning firm for profitable growth and 9 figure liquidity event.

- ❖ **Operations Turnaround.** Improved EBITDA 57.5% and increased L3M inventory turns to 7.43 (+80.0%) during 2nd half 2007 by addressing numerous performance and process issues; EBITDA for June 2008 YTD (6 months) exceeded 2nd half of 2007 (6 months) by 24.7%.
- ❖ **Performance Management.** Increased revenue shipments 42.7% 2nd half of 2007, reducing past dues 20.4% by addressing numerous performance and process issues; revenue shipments June 2008 YTD exceeded 2nd half of 2007 by 21.9%, and past dues were reduced an additional 60.0% in 2008.
- ❖ **Operational Excellence.** Implemented Danaher Business System within 2 months of acquisition, including daily management walk thru's, +QDIP performance indicators, and multiple kaizen events; achieved ISO 9000:2000.

SPECTRIS PLC Egham, Surrey (UK) / **FUSION** Rockville, MD (USA)

1991-2005

Promoted into senior management for this worldwide leading supplier of precision instrumentation and controls in three different businesses. Charged with turning around under-performing operations, implementing new technologies, and improving processes, while improving profitability. Implemented >\$7.1 million in cost productivity projects.

FUSION UV SYSTEMS, INC. Gaithersburg, MD & Rockville, MD

Vice President, Strategic Sourcing (2004 - 2005)

Vice President Operations (2003 - 2004)

Vice President, Manufacturing (1999 - 2003)

Director of Manufacturing (1996 - 1999)

Director of Manufacturing (1994 - 1996)

Director of Fabrication (1991 - 1994)

- ❖ **Organizational Development.** Created and developed a high performance Manufacturing organization at Fusion UV Systems responsive to rapid changes in demand, facilitating a 15.7% average annual growth rate in business from \$17M (1990) to \$84M (2001).

- ❖ **Supply Chain Management.** Saved 200 jobs and ensured company's viability by developing alternate innovative multi-tier supply chain at Brüel & Kjør Vibro GmbH in 2004 within six months of announcement that previous sole source supplier (impacting >60% of revenue) was going out of business.
- ❖ **Lean Six Sigma.** Re-energized stalled Lean Manufacturing by implementing "Lean On The Run" approach at NDC Infrared Engineering in 2005, resulting in a 60% labor cost reduction while increasing output in repair area, using only 33% of original floor space.

GENERAL ELECTRIC COMPANY Fairfield, CT (USA)

1977-1991

Advanced into middle management for this 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. Implemented >\$7.7 million in cost productivity projects.

GE LIGHTING Mattoon, IL and Cleveland, OH (1987-1991)

Resident Engineering Manager / Senior Project Manager / Manager-New Processes and Equipment

- ❖ **Project Management.** Turned around \$10 million key technology transfer project from Japan in 1990, resolved inter-company management crisis, and recovered five-month delivery deficit by year end. Implemented cost improvement programs totaling \$2.2 million (1988-1990).
- ❖ **New Product Introduction.** Turned around critical new product introduction in 1989, by temporarily shutting down the initial production line, executing a detailed 5 month recovery plan, requalifying 3 production shifts, and meeting original delivery, quality, and cost objectives by year end.
- ❖ **Technology Transfer.** Provided on site project management for >\$15 million key technology transfer in 1988 that generated \$40 million incremental revenue by 1991; boosted net income \$1.5 million annually via 1987 development of offshore technology transfer to Mexico.

GE CERAMICS, INC. / GE TECHNICAL SERVICES CO. Ciudad Juarez, MX and Cleveland, OH (1984-1986)

Operations Manager-ECOM de Mexico / Manager-Special Projects

- ❖ **Business Startup.** Led on time and on budget startup (1984) and manufacture (1985-1986) of key components in a Mexican maquiladora which grew to 100+ employees, achieving \$3 million in shipments within two years.

GE LIGHTING BUSINESS GROUP Cleveland, OH (1977-1984)

Manager-Shop Operations / Production Engineer / Specialist-Materials and Production Control

- ❖ **Technology Transfer.** Transferred new product technology; implemented cost improvements >\$4M.
- ❖ **New Product Introduction.** Earned Managerial Award for leadership in new product introduction.
- ❖ **Operational Excellence.** Centralized materials management, reduced inventory \$0.5M.

NONPROFIT AND HIGHER EDUCATION EXPERIENCE

MARYLAND MEP Columbia, MD (USA)

2014 - 2016

Account Manager

The Maryland Manufacturing Extension Partnership is a 501 (c)(3) non-profit chartered to help Maryland manufacturers become more competitive, targeting top line growth and bottom line improvement. In excess of \$5M in economic impacts reported to NIST MEP.

- ❖ **Project Management.** 2014 engagements included Strategic Planning (Charles County), Yield Improvement (Queen Anne's County), Facilities Layout (Anne Arundel County), Supplier Scouting (Montgomery County).

- ❖ **Project Management.** 2015 engagements included Quality Management Systems Assessment (Garrett County), Competitor Assessment (Baltimore County), and Standard Work Kaizen (Charles County).
- ❖ **Project Management.** 2016 engagement activities included Quality Management Systems Implementation (Charles County), 5S Training (Anne Arundel County), Strategic Leadership Coaching (Charles County).

MACWIC (Manufacturing Advancement Center Workforce Innovation Collaborative) 2012 - 2015

- ❖ **Community Service.** Served on local advisory boards and committees to address critical skills shortages among existing and future machinists. Engaged vocational high schools, community colleges, engineering programs, industry and government officials to initiate workforce development pipeline. Founding member.

QUINSIGAMOND COMMUNITY COLLEGE (Worcester MA) 2013

- ❖ **Lean Six Sigma.** Adjunct Professor of Lean Six Sigma, and active in multiple Advisory Boards.

EDUCATION & CREDENTIALS

Master of Engineering Management, George Washington University, Washington, DC
Bachelor of Industrial Engineering, Georgia Institute of Technology, Atlanta, GA
Private Pilot License #3462705
ASQC Certified Quality Engineer #14438
Engineer-in-Training Certificate #6536

PROFESSIONAL DEVELOPMENT

- Lean Facilitator Certification (MWCC)
 - MBNQA Examiner (NIST)
 - Leadership Coach / Trainer (CBMC)
 - PMBOK (PMI)
 - Kepner-Tregoe (General Electric)
- DISC Train the Trainer (SEPP6)
 - Executive Certificates (Jack Welch Management Institute)
 - DBSL Boot Camp (Danaher)
 - Quality Function Deployment (QFD Institute)
 - Shop Operations I & II (GE Management Institute)

PUBLICATIONS

- “QFD Killed My Pet (Project)” – conference paper presented at the *13th QFD Symposium*
- “Delgado Gives Friendly Skies New Meaning” – *Gaithersburg Gazette*
- “Guided by the Light” – *The Manufacturer*

COMMUNITY SERVICE - AWARDS

- C12 Group (MD)
 - Maryland Tech Council (VMS - MD)
 - ESOL Program (SCCC - MD)
 - AIIE President-Elect Chapter 007 (IIE - OH)
 - FUV Invention Disclosure (2001)
 - GE Managerial Award (1985)
- TEDCO (MERL - MD)
 - MACWIC (MassMEP - MA)
 - AirLifeLine (Angel Flight - MD)
 - Albert Nelson Marquis Lifetime Achievement (2017)
 - FUV Customer Satisfaction Award (1995)
 - GE Managerial Award (1979)