

# *Michael K. Edwards*

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## *Driving Efficiency and Bottom-Line Performance of International Manufacturing Operations*

Michael Edwards brings to the table a bottom-line oriented, hands-on approach to business that has enabled him to improve productivity, customer satisfaction, and profitability of manufacturing operations in small and high-volume environments, both domestically and internationally. Applying strong general business acumen and leadership skills along with in-depth knowledge of purchasing, materials management, and supply chain processes, he is comfortable both rolling up his sleeves to resolve issues on the factory floor and making key contributions to corporate strategy as a member of the senior management team. Mr. Edwards has delivered outstanding results in multiple reorganization, consolidation, turnaround, and facility relocation situations.

Recently at Electronic Specialties, Inc., Mr. Edwards helped this privately held international manufacturer of precision fittings and clamps to meet the challenges of rapid business growth and the increased manufacturing capacity that this requires. As one of a 7-member core management team, he provided strategic input and served as subject matter expert for the materials component of the corporation's strategic business plan, as well as participating actively in planning of an enterprise-wide supplier consolidation initiative. Serving as sole procurement officer for a standalone division, his focus on optimizing VMI (vendor-managed inventories) and fully leveraging the capabilities of disparate and un-integrated MRP and scheduling systems enabled a 75% reduction in raw and finished goods storage requirements, while capacity and output increased by 43%.

Previously at Precision Industrial parts, a \$25 million privately held niche manufacturer of custom injection molded parts for use in various OEM products, Mr. Edwards drove turnaround of a struggling operation and held full P&L responsibility as General Manager of the company's three manufacturing facilities that employ more than 500 in the U.S. and Mexico. The transformation accomplished here from a Cardex job shop to a state-of-the-art, system driven organization was truly remarkable, spanning all areas of this international operation. Mr. Edwards also accomplished relocation of the company's Mexican operations to a new facility amid tough regulatory challenges and re-certified all manufacturing lines in a manner totally transparent to the customer.

At HPC Electronics, a \$29 million producer of connectors and cables for OEMs, Mr. Edwards executed an immediate turnaround of costs and bottom-line profitability through multiple initiatives, helping pave the way to acquisition of the company at outstanding shareholder value. Contributions to this successful acquisition include quick resolution of multiple legal disputes with suppliers (at no cost to the company), identification of \$2 million in cost savings to be achieved within a year, and expediting introduction of a mission-critical product ahead of schedule.

With Excel Products, Inc., a leading manufacturer of marine parts, Mr. Edwards participated in strategic planning at plant and corporate levels, and his contributions again touched numerous areas. Highlights include more than \$15 million in cost reductions, nearly tripling raw material inventory turns, a 25% reduction in product introduction time, and automation of materials planning with a new BPCS MRP system.

After graduating with a B.S. in Business Management from California State University, Mr. Edwards joined Excel and advanced rapidly from entry-level buyer to Director of Purchasing. He captured multiple company awards and, at this early point in his career, participated at corporate level in strategic planning efforts.

Mr. Edwards' career evidences exceptional management skill with both human and physical resources that invariably results in higher efficiency, lower costs, and improved employee morale. He views people management as his forté, thoroughly enjoying and excelling at developing individuals and establishing a customer-focused, service-oriented organization. Mr. Edwards has proven his ability in diverse settings to deliver concrete operational results that translate to increased profitability.

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