

# James F. Hudson

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## SENIOR GENERAL MANAGEMENT / OPERATIONS EXECUTIVE

**Business Development • Project Development • Offshore Outsourcing/Market Development • M&A's/Restructuring  
Strategic Planning • Capital Expenditure & Asset Planning • Operational Analysis/Process Improvement**

15 years of success delivering outstanding revenue growth, operational and cost efficiency, marketplace positioning, and shareholder value to diverse established, start-up, high growth, and financially or operationally challenged manufacturing organizations. Skilled in operational and P&L management of domestic and international multi-facility, multi-state, union and non-union operations up to \$120M. Charismatic and articulate speaker, team builder, change catalyst, and crisis manager who readily builds trust among all internal and external stakeholders, including vendors, customers, and financial community. Extensive exposure to challenging business environments is complemented by graduate degree focused on organizational development and special abilities to identify “next level” and chart course to propel organizations there. Substantial M&A and divestiture experience.

*“Respected by peers and industry... can-do attitude... hands-on approach... strong leadership... especially effective in communicating... organizing a plan and getting a positive result” - 360 Feedback Report*

### Representative Highlights

- ▶ Tapped market opportunity to build company from inception, grow revenues to \$10M+, and sell it in less than 3 years.
- ▶ Delivered industry-leading safety performance improvement placing company in world-class category on every metric.
- ▶ Established high-performing 19-facility operating region with P&L responsibility and revenues exceeding \$65M.
- ▶ Led acquisition, restructuring, process improvement, and automation of multiple operating facilities to achieve EBIT targets.
- ▶ Guided company through total loss by fire of key manufacturing facility without major impact to customers or P&L.

## PROFESSIONAL EXPERIENCE

### WIDGETS, INC.

2000 – 2012

*\$710M operator of high technology widget manufacturing facilities nationwide.*

#### **Vice President, Western Region**, Pleasant Valley, CA (2009 – 2012)

Based on success launching Midwest operating region, challenged to further optimize performance and profitability of long-established region. Reporting directly to President, lead management team of 9, 7 dotted line reports, and total workforce of 526 in general management and operation of 22 facilities throughout Western U.S. generating \$115M in revenue. Oversee \$57M operating and \$5M capital budgets. Conduct acquisition/divestiture and strategic planning to realize EBIT, margin, and ROCE targets, project development and capital expenditure planning, budgeting/financial strategy, and public/media liaison.

*Developed and set course that took group to corporate-wide leadership in all Key Performance Indicators while growing revenues and increasing margins in face of sluggish industry performance in recent years:*

- Instituted cost containment initiative that produced best labor costs in company, delivering 15% (\$2.1M) YOY savings through revised operating strategies and facility consolidations.
- Conducted ongoing operational review and analysis and executed strategies that took processing efficiency to “gold level” performance in 4 of 5 channels measured.
- Demonstrated strong crisis management ability following total loss of manufacturing facility by fire, directing team in repositioning manufacturing obligations, commencing rebuild, and negotiating with insurance carriers on \$15M claim.
- Led business development efforts that used outsourcing to restore capacity lost in facility fire and reduce costs \$1.1M, while opening market for overseas sales of products produced in U.S. and finished by partners overseas.
- Enhanced safety program to yield company safety record of 238 days without recordable injury group-wide, with 20%+ Total Recordable Incident Rate (TRIR) improvement per year and 50% of facilities producing TRIR scores of zero.
- Eliminated 3 underperforming locations through consolidation, and realized 50%+ gains in Return on Capital Employed (ROCE) year-over-year through aggressive margin management and close inter-company cooperation.
- Architected bid strategies leading to creatively structured contracts yielding \$10M+ in annual revenues.
- Opened door to new business opportunities by utilizing hedging/financial derivatives as strategy for managing commodity price fluctuations and market risks.

**Director of Operations – Midwest Region, Chicago, IL (2006 – 2009)**

Selected due to proven operations management ability to establish new Midwest Group as part of company-wide reorganization. Reporting directly to President, led team of 6 Market Area Managers and 8 indirect reports in replacing corporate framework with new group organizational and management structure. \$38M operating/\$11.5M capital budgets.

*Overcame considerable resistance to gain buy-in for initiative, built new management team, and worked closely with managers throughout region to identify facilities for inclusion in new organization. Transformed poorly performing, separately functioning set of facilities to cost efficient, cooperative group with stellar safety record and year over year EBIT margin improvement >100%:*

- Devised capital expenditure strategy and \$23M facility retrofit/new construction program that enabled company to compete in highly competitive markets while reversing \$1M+ annual loss of multiple facilities to \$1.8M profit.
- Introduced consolidation and process improvement strategies that reduced operating and SG&A costs 10% YOY, and implemented field-based decision making model and Management Information Tracking systems providing real-time data across key operational variables.
- Delivered company's best safety metrics by implementing improved training program focused on regionally specific issues and training performance metrics that yielded reduction in safety-related losses to less than \$.18 per operating hour.
- Reduced freight expenses by 8% through outsourcing of service to commodity purchasers.

**Director of Operations – Southwest Region, Albuquerque, NM (2000 – 2006)**

With acquisition of company, accepted offer to stay on with charter to oversee integration of facilities into existing operations, including changeover of reporting and administrative protocols. Reporting directly to Vice President of region, held full responsibility for operational oversight, budgeting, and P&L of 10 manufacturing facilities, while managing staff of 13 including 10 Facility Managers and controlling \$10M operating budget.

*Successfully integrated organizations in face of intense corporate culture issues while delivering overall positive financial impact exceeding \$2.25M to company:*

- Devised operating plan enabling delivery of product at lowest possible cost, to overcome inherent flaws in financial structure of existing contracts that threatened success of 3 projects.
- Coordinated facility restructuring/processing projects in facilities executing these projects that delivered improved performance and direct savings of more than \$250,000.
- Brought safety program of newly assimilated facilities up to existing corporate standards.
- Worked with contract extension team to win early renewal of key contract generating \$2M in annual revenues.

**TECHNOLOGY PARTNERS, INC., Raleigh, NC****1997 – 2000**

*\$10M manufacturer of specialized and custom high-technology products.*

**Vice President**

As founding member of start-up, worked closely with two partners on business planning and set-up, financing, and business development efforts, while holding full P&L and operational oversight responsibility for 5 manufacturing facilities employing 100+ in four states. Directed staff of five Site Managers; \$4.5M operating and \$750K capital budgets.

*Played instrumental role in business' launch and growth from \$0 to \$10M in revenues, and ultimate sale to Widgets, Inc.:*

- Explored all possible forms of financing, assessed four possible candidates, and selected deal maintaining maximum amount of equity in company for partners.
- Assembled top-notch management and labor team at each of five facilities, and established all policies and standards.
- Instituted Preferred Supplier program that yielded 12% operating cost reductions each year spanning labor services, repair and maintenance, and supplies.
- Negotiated sales agreements and led negotiations for all labor, parts, and supply services.
- Acquired two underperforming operations from competitor, and developed and executed plan that turned them around and collectively generated in excess of \$1.4M in EBIT for facilities that had previously been losing money.

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**EDUCATION & PROFESSIONAL DEVELOPMENT**

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**Master of Arts - Manufacturing Management, University of Colorado, 2003**  
**Bachelor of Arts in Business Administration, North Carolina State, 1996**