**Lee Cooper**

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**General Manager - Plant Manager**

**Manufacturing Operations & Business Executive Leadership**

**EXECUTIVE SUMMARY**

**Senior Member of Executive Leadership Team.** Consistent ability to grow business profits and deliver large returns fast. Lean Six Sigma professional with multi-site management and full P&L experience. Non-union and union.

**Deep Manufacturing Expertise**. Production of products (metals, plastics, chemical), capital equipment, systems, facilities, mobile processes, and advanced technologies. Transforms manufacturing plants to create operational excellence in all business areas.

**Strong Technical Knowledge and Experience**. Skilled engineering manager, facility designer, engineer, and inventor with sales, marketing, business development, maintenance, supply chain, quality, R&D, and ES&H expertise. Comfortable command presence in boardrooms, on plant floor, and at public speaking and employee events.

**Leads by Example**. United States Veteran Officer who builds and leads high performing teams to exceed profit goals. Establishes close ties with workforce, industry, local community, colleges, press, regulators, and City & State Governments.

***Top Skills:***

**Transformational Leadership** • **Profit & Growth Turnarounds** • **Lean Manufacturing**

***Career Highlight Examples:***

* Created and led strategies for 3 different companies that resulted in 10-fold business growth in 11 months, 9-fold growth in 13 months, and 11-fold growth in 24 months.
* Took large manufacturing plant from 19% behind profit plan to 40% ahead in 16 months.
* Turned around and grew global equipment manufacturing business’ profits by 81% in 3 years after a decade of no profit growth.
* Transformed global product manufacturing business in 18 months, increasing profit by 67% to its highest level in 40 years.
* Grew investor start-up mobile process services company from $2M to $40M in 13 months, enabling company sale for $185M.
* Created business plan that rapidly grew a stalled start-up services company and was recognized by *Business Week* Magazine as a ‘Top 10 Fastest-Growing US High Tech Start-Up Company.’

***Areas of Expertise:***

P&L Leadership Operational Excellence Distributor / Sales Rep Management Sales Acceleration

Product / Service Launch Engineering / R&D Lean Manufacturing & Services Marketing & Branding

Supply Chain Performance Business Turnarounds Service, Maintenance, and Repairs Strategic Growth Planning

**CAREER PROGRESSION & REPRESENTATIVE ACCOMPLISHMENTS**

**Rober’s Great Trailer Co., Inc.**

**Plant Manager - Manufacturing 2017 - 2019**

**SCOPE:** Full P&L responsibility for a very large premier refrigerated trailer manufacturing facility, consisting of 12 departments (Production, Maintenance, Manufacturing Engineering, Product Engineering, Quality Control, Supply Chain, Safety, Sales, HR, Finance & Accounting, and IT), running 3 shifts, 7 days per week assembly line, fabrication, welding, and machining production.

* **Transformed neglected facility** into best in 25 years.
* **Took plant from 19% behind** profit plan to 17% ahead in 1 year and 40% ahead in 16 months.
* **Created Maintenance Program** that cut equipment downtime by 54% in 1 year.
* **Built Safety Program** that reduced injuries by 41% in 12 months.
* **Lean: Improved total rework/unit by 164%** and potential product safety defects/unit by 182%, while reducing end-of-line defects by 73%.
* **Achieved best-in-corporation** inventory turns, lowest excess inventory, least inventory variance, and $700k/year in long-term cost savings.

**High Tech Facilities, Inc.**

**General Manager - Manufacturing & Repair Facility Consultant 2014 - 2017**

**SCOPE:** Independent advisory consultant and designer, providing US and European industrial clients with facility designs, business plans, and market assessments. Example engagements include:

* **Large Chemical Plant Process Equipment**. Designed industrial heat exchanger repair and restoration facility.
* **Chemical Industry Services Co**. Designed highly automated, wastewater treatment facility that processes wide varieties of chemical waste.
* **Large Oil & Gas and Environmental Capital Equipment Company**. Designed a heavy rotating equipment repair facility.
* **Advanced, Chemical-Free Battery Manufacturing Business**. Developed manufacturing start-up plans and marketing deliverables.

**ITT**

**General Manager - Plant Management 2010 - 2014**

**SCOPE:** Full P&L leadership of global manufacturing business producing high performance, highly automated, and custom engineered, large equipment solutions and parts, consisting of 10 departments (Sales & Marketing, Production, Maintenance, Engineering, Quality, Supply Chain, Field Service, Safety, HR, and Finance & Accounting).

* **Redesigned “no growth for decade” BU** and grew annual profits by 81% in 3 years.
* **Created innovative Business Growth Strategy** that grew sales by 51% in 36 months.
* **Elevated On-Time Delivery** from 87% to consistent 99%+ performance in 2 years.
* **Earned recognition** for sustained 100% On-Time Delivery.
* **Lean: Drove total cost of poor quality** down from 1.46% to 0.16% of sales in 24 months.

**Global Flow Services**

**General Manager - Plant Management 2007 - 2009**

**SCOPE:** Full P&L leadership of manufacturing plant offering 20 product lines and 20,000 industrial equipment products; involving plastic injection molding, CNC, machined metal parts, assembly, test, design, prototyping, and warehousing; shipping 1 million items per year; and consisting of 11 departments (Industrial Sales, Agricultural Sales, Production, Maintenance, Engineering, Quality, Supply Chain, R&D, Safety, HR, Finance & Accounting).

* **Created/led corrective action plan** that increased profits by 23% in 4 months and by 67% in 18 months.
* **Eliminated need for 2nd shift**, while growing sales by 46% in 1.5 years.
* **Raised Customer Survey** score from worst of 23 plants to 2nd best globally in 11 months.
* **Achieved perfect score on ES&H Audit**; earned President’s Leadership and Tennessee Governor’s Awards for Safety.

**CREDENTIALS**

**Education:** BS, Mechanical Engineering (BSME) - University of Virginia, Charlottesville, VA, 2006

US Navy Nuclear Power Training (equivalent to BS in Nuclear Engineering) - Florida and Idaho

**Training:** Strategic Planning - American Management Association

Proposal Development Training - Lockheed

Advanced Managerial Strategies - Psychological Associates

**Certifications:** Lean Six Sigma Black Belt

**Patent:** US Patent - Air Quality Monitoring System and Process, no. 5,999,999

**Honors:** President’s Leadership Award (Fortune 500 corporation)

Tennessee State Governor’s Award

*Business Week* Magazine Company Recognition: “Top Ten Fastest Growing US High Tech Start-Up”

*Time Europe* Company Recognition: “Hot 30 European Tech Company”

**Military Awards:** (2) “Best in Fleet” awards for nuclear, steam, electrical, and propulsion plant operations

Battenberg Cup - Top Hand Award   
(2) Battle Efficiency Awards - Meritorious Unit Award

Armed Forces Expeditionary Medal