

### GLOBAL OPERATIONS LEADER ■ VALUE DRIVER ■ TRANSFORMATION ARCHITECT

*Overpowering growth, performance, & cultural barriers for startup, transition, & high-growth entities*

#### — Executive Assets —

- Strategic Planning & Execution
- Profitability & Revenue Growth
- Global Operations Leadership
- M&A Due Diligence
- Post-Merger Integration (PMI)
- 9-Figure P&L Accountability
- Working Capital Optimization
- Sales & New Business Development
- Product Innovation
- Lean Manufacturing
- Process Optimization
- Supply Chain / Overseas Sourcing
- Culture Turnarounds / Change
- High-Stakes Negotiations
- Organizational Efficiency

Commercially and financially astute operations strategist and M&A integration champion, skilled in leading positive change to transition mid-market companies to world-class standards in diverse, high-precision manufacturing environments. Energize operations facing the specter of recession to grow and become increasingly competitive in global landscapes by instilling viable infrastructure, processes, capabilities, and a culture of continuous improvement.

*Repeatedly galvanized organizations to achieve 30-50% growth in revenues, productivity, margins, and working capital.*

#### LEADERSHIP PERFORMANCE HIGHLIGHTS

- ➔ **Catapulted struggling business to profitability and #1 market leader** at unprecedented speed during recessionary era as VP/GM of \$22M engineering company.
- ➔ **Thrust revenues from \$240M to \$410M in 2 years** as GM of Truck Segment for \$13B S&P 500 corporation.
- ➔ As President, steered PE-funded manufacturing company facing Chapter 11 reorganization to **increase revenues 50% and margin 10% in 2 years**.
- ➔ As GM of \$75M standalone business unit, **reversed 15-year history of unprofitability from -\$5M to \$4.6M positive income in 2 years**.

### EXECUTIVE CAREER OVERVIEW & ACCOLADES

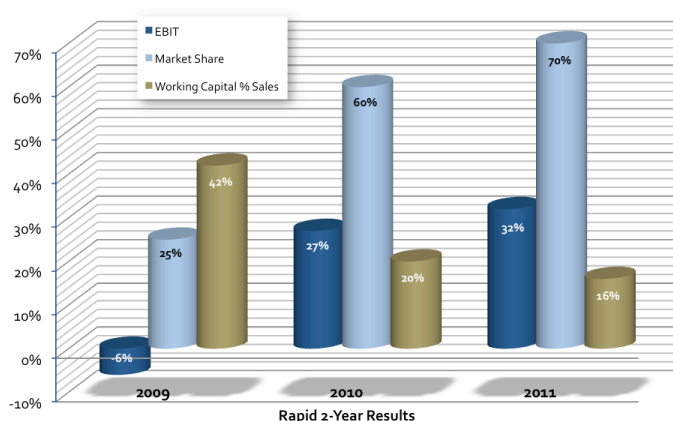
**DULLAM CORPORATION** | 2009 to 2012 | Chicago, IL/Seattle, WA

*S&P 500 global contender of specialized industrial equipment/product manufacturing with \$8B in yearly revenues.*

**VP / GENERAL MANAGER**, Jister Engineering: *Transformed business unit with no service orientation and unfulfilled merger goals to profitability, top sales, and #1 market share in record time via strategic focus on segments, sales approach, continuous improvement, and 3-year growth plan. Realized best achievements in ROS and working capital in company history.*

**Executive Challenge:** Summoned by President to champion overriding performance obstacles prompted by revolving-door management and declining markets. Transferred to Seattle and led charge to stabilize misaligned merger objectives, reverse poor financial performance, solve cash flow crisis, and elevate market position—results unachievable by 5 predecessors.

Assumed **P&L accountability for \$22M business with 126 employees**, introducing modern management practices, process discipline, and customer perspective as key business priorities while aligning sales, operations, talent, capital, processes, supply chain, ERP systems, and staff incentive structure.



- Reclaimed and maintained profitability despite 50% revenue decline during economic downswing; **amplified gross margins from -6% to 27% in 6 months and boosted sales from \$17M to \$22M in 9 months** with route-to-market plan and customer relationship building.
- Triggered 45% upsurge in market share to reach **#1 market leader**—integral to accessing gateways to new European business—by implementing aggressive sales strategy and dominating major OEM market rivals Volvo and Caterpillar.
- **Trimmed working capital 50%** with lean culture initiative and leveraged new purchasing power to eliminate 23% of material costs; realized 3% price increase with pricing restructure; decreased lead times 50% with lean systems.

**"Focus on Customers, Productivity, and Costs = Improved Cash, Income, and Market Growth."—M. Oliver**

- Powered sales pipeline by **spearheading development of top-quality \$2M product line within 6 months**, cultivating customer relationships, and winning formerly elusive bid contracts by aligning proposals with regulatory specifications.
- **Toppled subpar staff performance** by directing companywide culture change: introduced performance management and incentive plans; reorganized senior management team; groomed 3 direct reports to promotion.
- **Regained customer loyalty** with new Voice of the Customer platform and focus on aftermarket service, leading to deployment of quick-ship program that enabled same-day shipping for urgent customers requests.

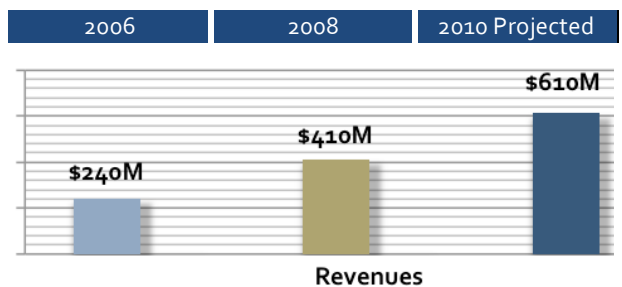
**NELISTON INTERNATIONAL | 1990 to 2009 | Chicago, IL**  
*S&P 500 global manufacturer of commercial vehicles, diesel engines, and components with annual revenues of \$13B.*

**CAREER OVERVIEW:** Affected widespread change while rising through the ranks as operations, business transformation, and growth strategist. Expanded personal scope and breadth in operations, supply chain, and general management roles.

**GENERAL MANAGER, Truck Segment, Lisle, IL (2005 to 2009):** *Spiraled profitability, manufacturing efficiency, competitive strength, and sustainable market position. Drove product innovation and forged strong alliances with industry powerhouses, Harley Davidson and Caterpillar, on co-branding efforts to intensify visibility for breakthrough flagship product.*

**Executive Challenge:** Tapped to restore profitability and overturn rampant market share decline for manufacturing and distribution business unit covering the U.S., Canada, Mexico, South Africa, the Middle East, and Australia. Held **P&L obligation while performance managing 500-strong workforce** and reviving tenuous relationships with network of 20 disengaged dealerships due to lackluster sales and Neliston's underinvestment to flagship product line. Chaired Dealer & Customer Advisory Board while entrenching culture of urgency and innovation.

- **Propelled revenues from \$240M to \$410M in 2 years** and extended margins from -2% to 4.8%.
- **Grew revenue potential to \$610M** by steering new business development opportunities of LoneAm truck; persuaded Board to infuse \$70M capital investment into development and teamed with Harley Davidson and Caterpillar to co-brand licensed products.
- **Introduced ProAm truck as one company—a market first—**by sparking collaboration across functions and dealers, cutting **time to market 45%** by defining customer-focused go-to-market roadmap, and retooling development process.
- **Netted \$5M cost savings** by outsourcing design, parts, and tooling to India; **edited late orders 60%** by introducing lean systems and metrics across all plants with on-time delivery surpassing 95%.
- Overcame dealer frustration by arming them with Voice of Customer surveys that added product options and presented sales promotion programs and competitive financing; built customer loyalty with Owner's Gallery program.
- **Earned distinction from EPA and National Dealers Association** for eco-friendly product line.



**PRESIDENT, International Gear LLC, Chicago, IL (2002 to 2005):** *Kick-started profitability, improved company's cash position, and completed M&A across 2 organizations to create long-term value and growth. Placed company as top Tier 1 supplier and recognized by PE Board of Directors for leadership, solid company positioning, successful merger, and value creation.*

**Executive Challenge:** Accepted Board invitation to solve prevailing cash and profitability problems for PE-funded manufacturing company facing Chapter 11 reorganization. Compelled rapid change by implementing corporate governance, revamping business model, securing new PE partner, leading negotiations, value mapping critical processes, training staff on waste elimination, and streamlining sales & marketing overhead with direct sales approach. Led M&A efforts, **optimized P&L of \$30M business, and guided 110 personnel to new heights in performance.**

- **Reestablished positive financials; accelerated margins to 10% and revenues by 50% in 2 years** with diversified product and customer portfolio offering value-add design services, OEM relationship structuring, and lean principles.
- **Catalyzed 200% improvement in inventory turns** in 2 years and lowered material costs 25% by sourcing new suppliers in India and the U.S.

**GENERAL MANAGER / PLANT MANAGER**, Wauler Engineering & Manufacturing, Madison, WI (1998 to 2002): *Rehabilitated business and stabilized fragile customer, regulatory, and labor commitments. Overpowered 15-year history of unprofitability from negative \$5M to income in excess of \$4.6M in 2 years despite \$2M price reductions to customers over same period.*

Promoted to first GM role, taking on **P&L authority over 2 plants with 500 union personnel accounting for \$75M in sales** while navigating organizational sea change. Proved instrumental in developing future growth strategy, securing Board endorsement for \$22M investment and raising \$19M from state to broaden core capabilities for products, equipment, and facilities. Collaborated with OEMs and suppliers to maximize value chain, divested non-performing assets, evolved culture to continuous improvement, and advised Board on global M&A targets upon highly acclaimed turnaround.

	1998	1999	2000	2001
<b>Sales</b>	\$65M	\$68M	\$70M	\$75M
<b>EBIT</b>	-\$5M	\$2M	\$4.6M	\$5M
<b>ROS</b>	-6%	7%	7%	8%

- **Reached profitability in 9 months** and improved profits by nearly \$10M in 3 years, **producing \$25M added annual revenues** by penetrating new markets and benchmarking best-in-class cost structure.
- **Shaved \$4.2M in annual costs** by negotiating long-range contracts with American and Chinese suppliers and restructuring labor agreement with U.S. Steel Workers union.
- **Attained operational excellence and performance momentum** via increased uptimes, scrap reduction, cost control improvements, and product rationalization.
- Awarded Neliston’s coveted “Most Impactful Implementation of Lean and Quality Systems” designation: elevated organization to required standards in ISO, QS, and OSHA; eliminated all noncompliance areas.

— *Earlier Neliston Achievements* —

- **ENGINE ASSEMBLY LEADER**, Engine Group: Enhanced profitability by \$9M and productivity by 48% utilizing lean manufacturing. Managed 210 union personnel and global supply chain while overseeing assembly of diesel engines for \$300M business unit. Restructured and transitioned “siloeed” organization into integrated team. Saved \$4M annually via supply chain outsourcing.
- **OEM MANAGER**, Engine Group: Enhanced global distribution capabilities within new markets in Europe and Mexico, cut lead times by more than 30%, and proved critical in capturing 10% market share in generator power units segment.
- **SUPERVISOR / PROJECT LEADER**, Engine Group, Machining & Assembly: Began career supervising and training 30 union production staff in performance optimization, rapidly implementing first self-directed team in company history.

**CREDENTIALS**

**Executive M.B.A.** — Kohler School of Management, Southwestern University

**M.S. in Engineering** — University of Michigan

**B.A. in Engineering** — Delmeyer University

**SELECT LEADERSHIP ENDORSEMENTS**

*“Mitchell Oliver is the ultimate strategist and performance transformation leader; an executive with the utmost integrity who uses creative, inspiring, and logical approaches to achieve enterprise success and build high-performance operations and teams. His work ethic and commitment to every enterprise he enters is something we should all strive to emulate.”— COO, Neliston International*

*“Mitchell Oliver has a unique ability to define strategy and champion tactical implementations to move organizations to success. Most importantly, he is a likable relationship builder and collaborator, a source of positive organizational impact, and a catalyst for success on a global scale.”—CEO, Dullam Corporation*

## *Best Executive Résumé Strategy*

Having recently returned from Seattle due to family considerations, Mitchell was now looking to re-connect with his business network in the local market to access his next career opportunity as VP of Operations/GM. After having spoken to him, it was obvious that he had made his mark within the high-volume and custom engineering sector for global S&P 500 and private companies, but he had no real online presence and executive bio—elements that we made sure to address after having completed his branded resume. In short, he wasn't yet armed with the right tools for a proper networking job search.

His existing resume was quite dense with lots of written content and figures, but no clear direction and hard-to-locate success highlights. Looking at the extensive documentation he provided, the repeated theme of success was “30% to 50% improvement in revenue, EBITDA, and margins”—a great starting point from which to develop his executive career brand and some VERY impressive success stories.

Since Mitchell had a lot of data-rich Excel spreadsheets and supporting documentation from which to glean information, I took the opportunity to create his achievement stories not only through written content, but also through visual data. We decided on a 3-page resume that would be carefully designed to capture and engage a hiring decision maker with financial figures, leadership achievement stories, and even some powerful recommendations. Mitchell now has the tools to commence his job search properly.