

# LEI XING

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## GLOBAL MANUFACTURING EXECUTIVE: SUPPLY CHAIN / OPERATIONS / SOURCING

Building mature growth engines, leading lean, and cultivating teams that thrive where the comfort zone ends

**\$110M P&L Experience | \$80M Budgets | MBA | CPIM | Six Sigma Black Belt | Fluent in Mandarin Chinese and English**  
**Cross-Industry, Cross-Cultural, and Cross-Functional Success | Masterminded global strategies with 9-digit impact**

Tenacious leader who builds supply chains poised for growth, maximizes operational and supplier performance, and catalyzes continuous improvement with lasting results. Wide-angle P&L lens on the business and ability to generate cross-functional alignment, gained through rich general management and multifunctional experience. Strength in bridging the gap between cultures as a seasoned U.S. and native Chinese executive. Focused, calm-under-pressure demeanor in resolving critical supply chain issues.

### Executive Assets

- Revenue-Driving Supply Chain Strategies
- Supplier Performance Maximization
- Continuous Process Improvement
- Inventory & Materials Planning
- Cross-Cultural Communication
- Team Building & Leadership
- Performance Management
- Project Management
- Strategic Sourcing
- Cost Control
- Lean/Kaizen
- S&OP



### Career Milestones

#### ABC MANUFACTURING — GLOBAL SUPPLY CHAIN OPTIMIZATION

Architected a highly credible, efficient, and fully aligned Chinese JIT supply chain from the ground up, delivering millions in annual savings, contributing to double-digit YoY growth, and delighting customers with historic manufacturing cycle-time reductions.

#### XYZ INC. — SUPPLIER PERFORMANCE IMPROVEMENT

Rebuilt trust and strengthened partnership with key customer by creating a model that became the gold standard for managing supplier performance for its exceptional turnaround in on-time-delivery and quality levels.

#### ADAMS WATER SOLUTIONS — OPERATIONAL EXCELLENCE

Regained Fortune 500 bread-and-butter customers' confidence and restored financial sustainability by building a solid management team, breaking down organizational siloes, and creating a performance culture.

### Professional Experience

#### ABC Manufacturing, 2010–Present

*Global manufacturer of construction materials | Presence in 120 countries | \$800M annual revenue | Staff 3K*

**VICE PRESIDENT, OPERATIONS (2010–2015) | BEIJING, CHINA** • **PRESIDENT, NORTH AMERICA (2015–2017) | DENVER, CO**  
**VICE PRESIDENT, GLOBAL PROCESS IMPROVEMENT & LEAN (2017–Present) | DENVER, CO**

**Scale:** Managed up to \$110M P&L, \$80M spend, and teams of up to 12 direct and 230 indirect reports during tenure with company.

**Achieved historic manufacturing cycle-time reductions** • **Delivered dramatic top- and bottom-line growth**  
**Engineered a global supply chain in China** • **Improved cash efficiency and revenue recognition** • **Drove labor efficiency**  
**Enhanced customer satisfaction** • **Fostered cross-functional and cross-cultural collaboration**

- Orchestrated the transfer of the supply chain from Europe to China and built a solid JIT manufacturing base—a mission-critical initiative that corrected poor on-time delivery performance and excessive lead time and restored the trust of valued customers. Built stable management capabilities and a highly disciplined, sustainable, growth-ready organization.

#### ORDER FILL RATE INCREASE

From 77% to 95%

#### LEAD TIME REDUCTION

From 45 to 4 days

#### SOURCING SAVINGS

20% annually

#### INVENTORY TURNOVER

From 73 to 35 days

#### GROWTH SUPPORT

13% YoY

ABC Manufacturing experience, continued...

- Took the North American division—the most competitive market in the world in this business—to new revenue and profit heights by expanding market coverage through sales force expansion, streamlining the project management team, gaining control over accounts receivable, and keeping SG&A in check. Drove CRM adoption, improving sales pipeline visibility and sales effectiveness.

#### REVENUE GROWTH—NORTH AMERICA

+25%

#### EBIT GAINS

+8%

#### BID RATE IMPROVEMENT

+20%

- Uncovered \$2M in savings opportunities for global organization. Developed a 5-year strategy for driving synergies, creating cohesion between the group's 15 businesses across the globe, and enabling expansion into verticals outside construction. Standardized processes and tools in project management and developed a time- and money-saving pre-assembly strategy involving complete production redesign, business unit roll-out, and subcontractor alignment.

#### Savings Unveiled

\$2M

### ADAMS WATER SOLUTIONS, 2009–2010

*Publicly listed global provider of water infrastructure quality solutions | \$100M annual revenue | Staff 1K*

**REGIONAL SUPPLY CHAIN DIRECTOR, ASIA (2007–2010) GENERAL MANAGER, ADAMS PLUMBING TECHNOLOGY (2009–2010)  
TRADE SALES VALUE STREAM LEADER, ADAMS WATER SOLUTIONS (2010–2010) | BEIJING, CHINA**

**Scale:** Managed up to \$65M P&L, \$50M budget, and teams of up to 10 direct and 900 indirect reports during tenure with company.

**Regained key customer trust ▪ Supercharged overall performance ▪ Professionalized performance management  
Built sales support infrastructure ▪ Corrected costly employee churn rate ▪ Rebuilt the leadership team**

- Reversed debilitating delivery and financial performance, employee turnover, and customer satisfaction levels among key Fortune 500 accounts. Rebuilt the management team into a high-performing growth engine. Resolved inventory-planning deficiencies to stop profit bleed. Created a cost model that served as a benchmark in aligning purchasing prices. Created a clear-cut scorecard and championed transparency in performance management.

#### ON-TIME DELIVERY

From 50% to 95%

#### INVENTORY ACCURACY

From 72% to 95%

#### TURNOVER OF KEY EMPLOYEES

Eliminated

- Built back-end operations on a shoestring budget from scratch to support expansion into China, involving product and supply strategy definition. Recruited top talent and built a quality team to support sales launch. Precisely matched product to sales and customer requirements. Extracted maximum value from supplier relationships by establishing favorable pricing, freight, and payment terms. Efforts contributed to \$10M in top-line growth.

#### Revenue Unlocked

\$10M

### BIG FOOD CORP, 2005–2007

*American food-processing giant | \$9B annual revenue | Staff 5K*

**DIRECTOR, INTERNATIONAL PROCUREMENT OFFICE | BEIJING, CHINA**

**Scale:** Deftly managed a \$1M budget, coached and mentored 6 direct and 5 indirect reports, negotiated contracts of up to \$5M.

**Established global sourcing in China ▪ Filled cultural gaps ▪ Diversified supplier base ▪ Leveraged scale to achieve cost savings**

- Built global sourcing infrastructure in China from scratch that delivered cost savings and mitigated risk through alternative supply sources. Bridged a critical gap between sourcing projects and global business units to unveil untapped sourcing leverage. Qualified, negotiated with, and audited Chinese suppliers to ensure maximum business value.

#### FAVORABLE SPEND OPPORTUNITIES IDENTIFIED

\$45M

#### SAVINGS DELIVERED

\$6M

**XYZ INC., 2001–2005***Global, industry-leading nautical equipment and services provider | \$12B annual revenue | Staff 10K***COMMODITY MANAGER (2001–2003) ▪ ERP IMPLEMENTATION TEAM MEMBER (2003–2005) | LOS ANGELES, CA****Scale:** Played an instrumental role on projects of up to \$10M. Up to \$20M spend budget across 5 sites.**Delivered materials management portion of SAP implementation ▪ Liaised between customers, business units, and consultants  
Delivered massive savings through supplier management ▪ Dramatically improved quality and timely delivery**

- Delivered \$3M in savings through extreme finesse in supplier negotiations. Corrected severe supplier delays that were jeopardizing the delicate relationship with core account. Devised a supplier performance improvement program, involving multiple stakeholders from both internal and supplier side to swiftly resolve performance deficiencies. Created a scorecard and instituted systematic supplier performance reviews that delivered dramatic improvement in quality and on-time delivery and was later implemented across supplier base.

**Savings Delivered****\$3M****ON-TIME DELIVERY****From 50% to 97%****DEFECT RATE****From 14,000 ppm to 2,000 ppm**

- Deployed the very first go-live of a highly complex SAP implementation within budget and within an extremely tight deadline while protecting core business functionality. Opened lines of communication with multiple stakeholders to weave critical process design elements into the new technological infrastructure, gaining a bird's eye view of how different business functions align.

**Education & Professional Development Highlights**

<b>University:</b>	<b>Master of Business Administration (MBA) ▪ University of Colorado (Denver, CO) ▪ 1999</b> <b>Master of Science, Analytical Chemistry (MS) ▪ University of Oregon (Eugene, OR) ▪ 1997</b> <b>Bachelor of Science, Applied Chemistry (BS) ▪ Peking University (Beijing, China) ▪ 1991</b>
<b>Certifications:</b>	<b>Certificate in Production and Inventory Management (CPIM) ▪ American Production and Inventory Control Society ▪ 2003</b> <b>Six Sigma Black Belt Certification (CSSBB) ▪ 2016</b>
<b>Intensive Training:</b>	<b>Project Management ▪ XYZ INC ▪ 2003</b> <b>Problem Solving ▪ XYZ INC ▪ 2002</b>

**Affiliations**

<b>Member:</b>	International Executive Resource Group (IERG), since 2015 Council for Supply Chain Management Professionals (CSCMP), since 2005
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## Resume Strategy

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Lei Xing was looking for opportunities where he could help to build or improve Asian supply chains and he was ready to relocate internationally to find the right opportunity, particularly to China where he was born.

Lei offered a 17-year track record of extracting maximum value from global manufacturing supply chains, driving operational and supplier performance, and masterminding and steering continuous improvement initiatives for sustainable growth. He also offered a unique cross-cultural, cross-functional, and cross-industry profile that we wanted to leverage to his advantage. I used the strategy of developing a qualifications profile at the top of the resume in contrasting white letters and blue shading, giving a recruiter or hiring agent the most critical information about why he is the perfect fit. I included a world map visual to emphasize his global background and fit.

This resume project was not without its unique challenges. With his previous company, despite the historic turnaround he led on some key performance indicators, his latest job title looked like a step down in responsibility. With his previous role, he was also grappling with lateral moves rather than promotion. To resolve this on the resume, I grouped his roles into single descriptions for each company he worked at. If you look at the dates next to the company names, it goes in reverse chronological order. However, within each company, the roles are listed in chronological order so that his most impressive titles are featured first.

Some of his earlier career achievements were his most impressive and we needed to move these up toward the top of the resume. So I opted to use a Career Highlights section to resolve this issue. It is balanced on the page next to his list of core expertise, with a growth visual to fill the gap between both sections and balance the page.

Lei had led complex initiatives that were dense with important detail. But I broke up this density through a series of strategies: 1). I created a boxed-in summary of his impact under each company name. Rather than using paragraph format, I offered brief, easy-to-digest impact phrases such as “Delivered massive savings through supplier management” and “Built sales support infrastructure”; 2). I created visuals to put the spotlight on the economic impact of his time in each company; and 3). I highlighted key operational metrics by using blue shading and white contrasting text. At three pages, this resume is lengthy, but it is very easy to skim quickly for key information and results.