

# JENNIFER ASHLEY

CHIEF EXECUTIVE OFFICER / CHIEF OPERATING OFFICER / BOARD OF DIRECTORS

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## GLOBAL MANUFACTURING AND SUPPLY CHAIN OPERATIONS

Transformational leader accomplished in optimizing processes throughout the entire business cycle and building sustainable systems for major global brands. Influential change agent known for maximizing new business development, logistics management, and employee performance while leading teams of up to 4K employees worldwide. Approachable and talented at connecting with diverse audiences, clearly articulating organizational vision, and galvanizing teams around a shared mission. Respected for:

- **GAME-CHANGING STRATEGIES:** Grew and transformed every aspect of ABC Musical Instruments, adding and doubling the size of factories, achieving \$120M revenue gain, boosting EBITDA 400%, and realizing 350%+ production improvement at a single factory.
- **INTERNATIONAL PROJECT MANAGEMENT:** Optimized international supply chains and operational capabilities across Australia, Asia, and Europe while growing e-commerce revenue 600%+. Expertly resolved supply chain and logistical challenges during global pandemic.
- **PROFOUND BUSINESS TRANSFORMATIONS:** Positioned Motorcycle Company to be named US Best Plants winner after steering \$300M+ physical and cultural transformation of a 1M-sq.-ft. facility during an extremely complex national consolidation.

### ALSO NOTABLE:

ABC Foundation Co-Founder | Acme Board Member | Decorated Veteran | Columbia MBA

## PROFESSIONAL EXPERIENCE

### Nashville University, Nashville, TN

#### Vice President of Operations, 04/2023 to Present

Operationalize strategic, community-focused initiatives, optimizing creative synergies among these initiatives while championing collaborative communication, entrepreneurial thinking, and operational excellence.

*Enabled positive culture change by producing consolidated leader development program for students, faculty, staff, and alumni.*

- **Opened exciting online education opportunities**, developing innovation classes through web portal and launching new offerings.
- **Empowered people of color to get roles on public boards** by teaching class on intentional networking.

### ABC Musical Instruments Corporation, Nashville, TN

#### Executive Vice President, Operations, 08/2016 to 04/2023

Oversaw staff of 4K employees while leading and motivating 12 direct reports to peak performance levels across global facilities. Continually improved manufacturing, global supply chain management (SCM), purchasing, sales, inventory, and operations planning (SIOP), distribution, sustainability, and instrument customization operations. Prioritized operational excellence and growth, building robust product pipeline, enabling efficient launches, and designing effective systems around best practices. Served as Executive Sponsor of Black Employee Resource Group. Reported directly to CEO and managed P&L.

*Grew and transformed every aspect of the business:*

- ➔ **Doubled size of factories in South America and modernized facilities.**
- ➔ **Built business from \$290M to \$420M while increasing EBITDA 400%+.**
- ➔ **Established new manufacturing facility in Beijing and grew per-day production 350%+.**



- **Optimized supply chain and factory productivity.** Devised segmentation strategies for inventory, customers, and new products.
- **Drove 600%+ revenue growth in digital e-commerce channel**, implementing operational capabilities across Australia, Asia, and Europe.
- **Positively impacted careers of 200+ employees by introducing ABC Leadership Academy**, which improved leadership skills, project management, problem solving, change management, and business acumen.



**Resolved global supply chain challenges**, including import issues, regulation changes, and material shortages.

**Protected employees, keeping them safe, healthy, and productive** by investing heavily in employee safety programs. Obtained vaccines and personal protective equipment (PPE) early.



## ABC Foundation, Nashville, TN

### Executive Director / Co-Founder, 02/2020 to 11/2022

Launched non-profit public charity that increases access to music education through innovative and sustainable programs, putting instruments and learning tools directly into the hands of students and teachers.

**Enabled 12K kids to receive free instruments as well as online learning support.**

- **Initiated and overwhelmingly passed Proposition 14, winning 4M votes** to permanently fund arts education for 1M+ students in all Tennessee public school districts – the largest investment in music and arts education in the state’s history.

## XYZ Company, Nashville, TN

### Vice President, Operations and Distribution, 11/2014 to 08/2016

Directed manufacturing and distribution activities for electrical products subsidiary, controlling \$1B P&L. Significantly improved multi-site manufacturing operations, distribution center performance, and SIOP/business planning responsibility for 17 factories across North America. Supervised 10 direct reports and 3K indirect reports. Completed Senior Leadership Development Program in Switzerland at International Institute for Management Development (IMD).

“Jennifer’s leadership style is nothing short of exceptional – supportive, visionary, and truly transformative.” – CEO of XYZ

**Maintained 99%+ service levels by inspiring world-class performance of 3K employees.**

- **Reduced recordable incident rate from 3.4 to .6 in 18 months** by devising and deploying Safety Excellence Culture strategy.
- **Improved supply chain and manufacturing spend 7% year-over-year (YoY)** with sustainable strategy that maximized total cost of quality (TCQ). Designed training program for identifying and eliminating waste.

## Motorcycle Company, Nashville, TN

### General Manager, Nashville Vehicle Operations, 03/2008 to 11/2014

Directed production facility with \$200M operating budget and 2K+ employees who manufacture 100K+ motorcycles annually. Managed and coached 8 direct reports, overseeing safety, quality, process, fabrication/assembly, continuous improvement, human resources, finance, information technology, and custom operations.

**Positioned facility to be named US Best Plants winner after leading factory transformation that garnered national acclaim.**

- **Steered \$300M+ physical/cultural transformation of 1M-sq.-ft. facility**, turning it into a consolidated, 500K-sq.-ft. modern factory.
- **Saved \$80M+ in 2 years** by implementing new lean operating system and outsourcing inefficient parts/subassemblies.
- **Lowered annual recordable incident rate from 14.3 to 1.1**, and reduced both cost-per-unit and hours-per-unit (CPU/HPU) 40%.
- **Empowered 6 line workers to become respected leaders and top executives** after quadrupling training investment.

### Earlier roles at Motorcycle Company:

GM, Products Group, 06/2007 to 03/2008 | Director, Service Strategic Initiatives, 01/2006 to 06/2007 | Manager, Diagnostic Strategy, 01/2003 to 12/2005 | Process Lead, Manufacturing Engineering, 11/2001 to 12/2002

## MILITARY

**United States Marine Corp, Washington, DC**  
**Lieutenant Colonel (USMCR) / Instructor at The Basic School / Platoon Commander**

Graduated with Distinction (Top 15% of 209) from The Command and Staff College, with Honors (Top 15% of 237) from Amphibious Warfare School, and with Honors (#3 of 241) from The Basic School.

## BOARDS

**Board of Directors, Acme (NYSE: ACME), 08/2018 to Present**  
**Board of Directors, Boys & Girls Club, Nashville, 02/2019 to Present**

## EDUCATION

**Master of Business Administration (MBA), Columbia University, New York, NY**  
**Master of Public Administration (MPA), Tennessee State University, Nashville, TN**  
**Bachelor of Science in Mathematics, Concentration in Operations Analysis, United States Naval Academy, Annapolis, MD**

## **Résumé Strategy**

This executive loved holding top positions throughout her career in Nashville, Tennessee. She really loves Nashville as her home city, so I made that the visual focus of her résumé presentation. I used a red, white, and blue color palette in honor of her military service.

Her achievements were so varied and extraordinary that I sectioned them off in a short career highlights section following her opening summary. I followed this with an additional achievement cluster, before moving into the professional experience section. I used dotted line visuals to express the foundation/charitable sides of a music instrument corporation she led. I used the same technique to highlight promotions in earlier roles.

This résumé was designed to be completely ATS friendly. All headers, sub-headers, graphs, call-out boxes, and pictures are simply PNG images or shapes that are set in front of or behind the text. Each of these elements and graphics disappear in ATS systems.