

# Kathleen L. Masters

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**Objective:** MANUFACTURING PROCESS EXECUTIVE

## **Professional Exposé:**

12 years progressive experience managing worldwide capacity planning and supply chain optimization. Expert in reducing manufacturing costs on a global scale. Expert in utilizing optimization models to determine least cost facilities and logistics. Expert in deploying lean manufacturing processes in a high-volume environment. Superior leadership skills practiced in directing cross-functional global teams to design and implement manufacturing best practices. Accomplished author and speaker with excellent interpersonal and communications skills. Conversant in Japanese.

## **Demonstrated Qualification In:**

- New Product Introductions
- International Operations
- Design for Manufacturability
- Process Phase Management
- Global Capacity Planning
- Process Development and Integration
- Multi-Site Project Management
- Supply Chain Optimization
- Process Budgetary Planning
- Product Launch Factory
- Performance Metrics

## **PROFESSIONAL EXPERIENCE**

**ANDERSON FURNITURE CORPORATION, Lexington, KY** **1996 to Present**  
DIRECTOR, GLOBAL OPERATIONAL STRATEGY (1999 to Present)

### **Notable Achievements:**

Delivered \$2.1 million cost savings through the development and deployment of a corporate logistics network involving 12 suppliers and 3 manufacturing facilities located overseas. Instituted lean Six Sigma practices which led to a 46 percent improvement in time-to-market manufacturing. Earned fast-track promotion based on producing superior results.

### **Accomplishments:**

Founded this group, its mission, and staffed the department to provide worldwide operations with global long range capital capacity planning and supply chain optimization to determine next manufacturing sites within 3 regions (Americas, Europe, and Asia). Developed an optimization model used to determine worldwide roadmaps for Process Design, Facilities, Procurement, and Logistics organizations. Managed 4 teams including Quality, New Product Introduction, Capacity Planning, and Process/Continuous Flow.

- Reduced capacity planning cycle time 38% from 39 to 24 days while increasing plan coverage to include in-bound and out-bound distribution capacity.
- Reduced depreciation/direct labor/facilities CPB (cost per box) by 15% through analysis and management of global production line and facility additions to increase manufacturing capacity.
- Eliminated \$761 million in global supply chain and improved customer satisfaction through leadership of three project teams using network optimization models to refine the Business Model.
- Acquired i2 Supply Chain Strategist and Simulation Modules reducing optimization model runs from 30 hours to 7 seconds each.
- Led cross-cultural worldwide operations team in documenting new procedures for Business Recovery that reduced recovery time for each facility to 24 hours from 1-2 weeks.

- Evaluated feasibility of new China manufacturing site and identified \$420 million in cost savings by continuing to serve the Japanese market through a Malaysian factory.

#### STRATEGIC BUSINESS MANAGER, WORLDWIDE PROCESS TECHNOLOGIES (1998 to 1999)

##### Notable Achievements:

Developed and implemented a logistic strategy that consolidated three manufacturing locations into one reducing annual expenditures for facility operation and maintenance by \$448 million (64%). Prepared business cases to justify facility modification expenses while providing evidence of cost reductions and improved manufacturing processes/productivity through analysis of worldwide facility consolidation and improved technologies.

##### Accomplishments:

- Co-managed 90+ member cross-functional team of sales, operations, and logistics personnel. Analyzed complete order fulfillment cycle and produced 56% cycle time reduction by applying continuous flow principles.
- Awarded 1999 Productivity award for delivering \$200+ million in cost savings.
- Designed Phase Review Process for process design projects creating consistent and effective methodology.
- Analyzed proposed Workstation Manufacturing facility saving \$880 thousand through reuse of existing designs.

#### PRODUCT ENGINEERING MANAGER, LEXINGTON EAST FACILITY (1996 to 1998)

##### Notable Achievements:

Promoted to oversee complete engineering of GenLife Fabric line, company's top selling, highest volume product. Managed staff of 9 engineers and technicians to support new product introductions of coverings and protective sealants for office furniture and carpets into multiple factories. Became first Line of Business to release Design for Manufacturability guidelines providing Engineering with clear specifications to minimize factory changeover.

##### Accomplishments:

- Managed pilot lab, tool design, and machine shop areas to prototype manufacturing process in support of all lines of business including furniture, coverings, and accessories.
- Established new cross-departmental product introduction metrics for benchmarking development process.
- Monitored performance in support of Continuous Improvement.
- Restructured tool design and fabrication process reducing documentation cycle from weeks to days.

#### **MASTEK CORPORATION, Baltimore, MD** PROGRAM MANAGER

**1993 to 1996**

##### Primary Responsibilities:

Recruited into the firm to build infrastructure and document manufacturing processes for new product introductions. Accountable for new product introduction of PiroLux fiber, the company's flagship corporate material for product fabrics, into Maryland manufacturing facility.

##### Accomplishments:

- Led cross-functional team consisting of product engineering, manufacturing engineering, operations, quality assurance, production control, test engineering, and electro-static repair to develop corporate best practices for new product introductions into manufacturing.

- Prepared Manufacturing Readiness plan for product launch including capacity plan and targeted performance metrics. Collaborated with manufacturing and engineering departments to produce the final document in 2 months.
- Directed product development activities of junior engineers and technicians. Met all product launch deadlines.

**LANDON SYSTEMS CORPORATION, Silver Spring, MD**

**1991 to 1993**

PROCESS MANAGER

Primary Responsibilities:

Led printed circuit assembly consulting firm focusing primarily on surface mount technology processes and secondarily on plated through-hole processes.

Accomplishments:

- Acquired clients including SMT Equipment Manufacturers Quad, MPM, and Centech as well as OEMs Lexmark, Genie, and Contract assembly houses. Hands-on involvement in all areas including sales, marketing, and accounting.
- Assisted clients in improving SMT processes working with design and manufacturing engineers and contributing methods to improve design for manufacturability.
- Prepared marketing analyses for client outlining competitors and products in specific SMT niche markets.

**MARKS COMPUTER COMPANY, Reisterstown, MD**

**1987 to 1991**

MANUFACTURING ENGINEER

Primary Responsibilities:

Introduced new products and processes into Sunnyvale and Ireland manufacturing facilities. Involved in supporting both electro-static and printed wiring assembly manufacturing processes using JIT, DOE, and SPC principles.

Accomplishments:

- Automated electro-static assembly process in clean room environment using robotic work cells, reducing headcount requirement 65%, production space 40%, and scrap 20%.
- Introduced CO2 laser marking of printed circuit boards, reducing labeling cost 55% and total process cycle time 10%.

**EDUCATION & AFFILIATIONS**

M.S. Industrial Engineering,  
*University of Maryland, College Park, MD 20742*

B.S. Industrial Engineering,  
*Johns Hopkins University, Whiting School of Engineering, Baltimore, MD 21210*

*Women in Technology International*

*Institute of Industrial Engineers, Senior Member*

*Society of Women Engineers*

*Who's Who in Science and Engineering*

*CIO affiliation*