

James R. Swinderman Employment History

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Spring Valley Advisers, LLC, Canton, Ohio

President / Managing Partner, 2019 - Present

Lead day-to-day operations of partnering advisory firm that assists small to medium size business organizations in making a real, meaningful, difference in their business's performance. Spring Valley Advisers has decades of experience developing the skills that successfully improve business operations performance.

- **Performance Optimization.** Partner with organizations to assure organizational processes are deliberate, proven, trusted, and continually improved in order to optimize results.
- **Strategic Initiatives.** Guidance in the development of well-researched, clearly defined, fully documented, and well implemented business strategies.
- **Value Maximization.** Demonstration of critical factors that have a dramatic impact on value and can drive valuations higher.

Red Head Brass, LLC, Shreve, Ohio

Engineering & Quality Manager, 2018 - 2019

Recruited to lead performance improvements in three key organizational areas: product development, production processes and quality assurance. Leadership efforts, utilizing Lean, Six Sigma, and Continuous Improvement practices, improved commercial and operational performance for recognized leader in the manufacture of, "Made in USA", hose couplings, adapters, fittings and fluid transfer components serving the demands of firefighting, oil & gas, environmental services, and broad industrial applications, throughout global markets. Red Head Brass is a D'Orazio Capital Partners company.

- **Reduced cost of quality (scrap dollars) 88.7% over 90-day period**, by introducing process improvement in chronically troubled work center.
- **Improved new product time to market 5-fold, in less than 10-months**, by focusing and formalizing product development and project management practices.
- **Implemented Quality Management System**, to build awareness, educate and improve quality practices.

American Road Machinery Company, Canton, Ohio

Operations Manager, 2018

Original Equipment Manufacturer of road maintenance, materials transportation, and landscaping equipment.

Manage production operations and facilities. Oversee manufacturing resource allocations, quality, operational efficiencies, capital equipment, and personnel.

- **Reduced labor costs 40.3% within first 75 days**, by optimizing operations and production processes.
- **Increased production throughput capacity 71.4%**, while utilizing existing facility footprint.

- **Introduced enhanced quality control measures**, reducing product legacy costs, and improving customer satisfaction.
- **Reorganized Staffing Process**, to mitigate heavy employee turnover, exceeding 40% annually.

Ohio Machinery Co., Broadview Heights, Ohio

General Manager, Hydraulic Division, 2013 - 2017

Onboarded, as change-agent, to provide hands-on leadership in the development and implementation of a comprehensive strategy to improve operational efficiencies, expand market coverage, grow revenues and improve profitability, for the fluid power components manufacturing and rebuild operations division of an \$800M distributor and service provider of Caterpillar and ancillary equipment, serving construction, mining, oil & gas, environmental, and industrial markets.

- **Leadership resulted in highest level of profits and revenues in division's 20-year history**, for a single month, a single year, for consecutive years and over entire tenure.
- **Delivered operating income 73.5% over budget, in first year**, through focused management of cost and expenses.
- **Established best on-time delivery in 5-years**, at 96.5%, up from historic 62.7%, by clarifying expectations, defining resource requirements, and prioritizing customer needs.
- **Managed 100% reduction in OSHA Recordable Accident Rating**, from 7.1 to consistent and ongoing 0.0, emphasizing awareness, education and reinforcing best practice behaviors.
- **Reduced cost of quality assurance by 29.7%**, in 12-month period emphasizing built in quality practices.
- **Established record customer satisfaction score of 96.3%**, in first year, well above target metric, as measured by Net Promoter Score (NPS), by placing emphasis on exceeding customer expectations.
- **Successful implementation of organization wide Enterprise Resource Planning (ERP) platform**, improving throughput and reducing inventory.
- **Established record customer satisfaction score of 96.3%**, in first year, well above target metric, as measured by Net Promoter Score (NPS), by placing emphasis on exceeding customer expectations.
- **Streamlined quotation process by 59.1%**, in 12 months, setting new record, driving improved customer response rates, and increasing overall customer satisfaction.
- **Decreased service rework expense by 31.9%**, as a percent of sales, through increased focus and improved reporting.
- **Managed all-time high operation throughput**, 2,863 closed work orders.
- **Expanded penetration of industrial markets 170%**, through effective sales leadership, comprehensive market research and product development offerings.
- **Added 148 new accounts**, through effective market analysis, market segmentation and comprehensive sales strategy.

U.S. Technology Corporation

Director, Contract Administration, 2003 - 2008

Directed development and administration of supply contracts for military, government agencies, and corporate accounts. Interpreted and translated complex proposal specifications into corporate capabilities and product performance metrics to assure conformance with contractual obligations and that deliverables were met, for multi-division \$40M services and manufacturing organization serving aerospace, automotive, defense, and construction industries.

- **Reduced proposal generation time 81%**, directing computer-based development program to streamline process, improve cohesiveness and regain \$12M in military contracts.
- **Achieved \$560,000 cost reductions**, through restructuring of operational practices and to market procedures.
- **Increased revenues 513%**, driving business strategy, development of business plans and leading all aspects of the marketing mix; product, brand, and advertising, objectives, plans, and initiatives in order to achieve short and long-term, revenue and profitability goals.
- **Rejuvenated comprehensive environmental package**, to remediate 30% revenue decrease and potential violations resulting from subcontractor non-compliance. Secured 44% federal EPA approval rate within first 10 months.
- **Secured 80% market share**, by compiling and analyzing competitive market intelligence to gain thorough understanding of customer needs, market trends, competitive strengths and weaknesses, and market opportunities.
- **Coordinated collaborative effort among national level industry professionals**, (manufacturing, labor, contract, design, institutional, academic and government) in introduction of collegiate level degree program and sponsorship of National Center for Masonry Excellence initiatives.
- **Development of industry education programs for trades and consumers**, including American Institute of Architects (AIA), U.S. Green Building Council (USGBC), International Masonry Institute (IMI)
- **In-depth restructuring of marketing platforms**; web presence, literature, multi-media, events management, alliances, trademarks, product positioning and unit alignments to convey cohesive corporate image.

Kimble Chassis, Division of Kimble Companies

Vice President / General Manager, 2001 - 2002

Senior leader for division of the \$100M Kimble Companies, having full operational oversight, with complete P&L accountability, including accounting and administration, supply chain management, product development, sales & marketing initiatives, and customer satisfaction assurance for manufacturer of specialized capital equipment serving on/off highway transportation, utility construction, oil & gas exploration, and specialty vocation applications, for domestic and international markets, including Fortune 100 and government agency contracts. Kimble Chassis formed through acquisition of Sabel, Inc.

- **Improved operating income 115%**, implementing operational excellence practices.
- **Reduced product legacy costs by more than 83%**, through implementation of lean manufacturing initiatives and quality management systems.
- **Reduced manufacturing footprint 34%**, guiding operations transition for merging organizations in less than 14 days.
- **Established foundation for \$5.3M contract award**, developing and chairing presentation based upon product differentiation and market segmentation analysis, for \$9.4 billion industry participant.

- **Negotiated renewal of multi-year, multi-million-dollar Department of Defense contract**, sustaining manufacturing backlog and enhancing profitability.
- **Drove 28% year-over-year revenue growth**, through increased penetration of product markets.

Sable, Inc., Custom Chassis Division

President, 1997 - 2001

Senior executive charged with full operational leadership and complete financial accountability (P&L, cash flow, balance sheet), directing day-to-day operations including accounting and administration oversight, supply chain management, product development, sales & marketing initiatives, and customer satisfaction assurance for manufacturer of specialized capital equipment serving on/off highway transportation, utility construction, oil & gas exploration, and specialty vocation applications, for domestic and international markets, including Fortune 100 and Department of Defense contracts.

- **Leadership resulted in dramatic improvements in financial performance**, establishing record levels, through focus on product pricing discipline, costs containment and product mix decisions. Over 36-month period:
 - Revenues increased, 330%
 - Gross Profit rose 226%.
 - Net Income improved 47%
- **Developed comprehensive operations plan**, to fully capitalize multi-million-dollar ground-zero manufacturing start-up, through conventional and private equity channels.
- **Increased production throughput 183%**, through effective workflow analysis and improvements.
- **Secured \$8.4M in contracts**, through leadership of aggressive cross-functional product development campaign.
- **Assembled key management team to implement business plan**, secure facilities, and capital equipment, identify administrative requirements, and initiate production operations, all within seven-month period, including \$2.2M initial order backlog.

Simon, PLC, Simon-Duplex, Truck Division

Sales / Marketing Manager, 1989 - 1997

Directed sales, administration, and marketing activities for business unit of multi-billion dollar, multi-national organization. Primary liaison for internal/external cross-functional teams, supporting dealer network for global manufacturer of engineered to order custom truck chassis, serving Emergency Service, Utility, Oil & Gas, and Specialty Vocation markets. \$40M U.S. unit of London based \$7B Simon PLC. Simon PLC, divested of U.S. holding. Company was acquired by and merged into Freightliners American LaFrance company.

- **Increased segment bookings 30%, within 24-months**, through development of new market.
- **Decreased order entry time by 70%**, leading development of comprehensive quotation/specification/order entry software platform.
- **Expanded dealer base 150%**, remodeling communication channels and restoring customer confidence.