

# ROBERT J. OWEN

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## SUMMARY / PROFILE

Senior executive with a proven ability to apply strategic business and operational tactics combined with Organizational Culture change to increase profits. Record of success ensuring growth, continuous improvement and change in challenging times. Expertise includes sales & marketing, business development and operations. Skilled at transforming unprofitable companies struggling to reach their potential into thriving organizations. Participative and team orientation management style and an ability to align employee goals with Company goals and expectations.

## AREAS OF EXPERTISE

- **P & L Management**
- **Financial Planning / Inventory Control / Profitability Improvement**
- **People Management – Organizational Culture Change**
- **Operational / Productivity Expertise**
- **Strategy / Strategic Business Planning**
- **Sales & Marketing / Business Development**
- **Turnaround Experience / Expertise**

## EXPERIENCE

**TRINITY INDUSTRIES INC., Dallas, TX**

**2013 – 2021**

*Trinity Industries, Inc. is a diversified industrial company that owns complementary, market-leading businesses providing products and services to the energy, chemical, agriculture, transportation, and construction sectors. Trinity reports its financial results in five principal business segments: the Rail Group, the Railcar Leasing and Management Services Group, the Inland Barge Group, the Construction Products Group, and the Energy Equipment Group*

### ***Vice President – TrinityRail Maintenance Services Group***

- Responsible for complete P&L for a business unit with annual sales of approximately \$300M which includes; Manufacturing Operations (Multiple sites throughout the United States), Supply Chain, Environmental Health & Safety, Production Planning & Scheduling and Human Resources.
- Senior leader overseeing all aspects of the building of a 230 acre Greenfield maintenance service facility located in Shell Rock, IA. When complete this will be the largest Maintenance Service Facility in North America for repairing rail cars.

***Sr. Vice President, Operations – Trinity Meyer Utility Structures L.L.C.***

- Functional responsibility within the organization included Manufacturing Operations, Supply Chain, Environmental Health & Safety, Production Planning & Scheduling and Human Resources.
- The Operations included seven manufacturing Plants, four in the USA & two in Mexico, approximately 850 employees and producing revenue of approximately \$270M annually.
- Complete financial and operational responsibility, reporting to Kerry Cole, President, Energy Equipment Group.

***Director, Tank Car Operations (Longview, TX)***

- Led the production ramp-up of the Longview Tank Car operations.
- The Operations included five Plants, approximately 2000 employees reporting to three Plant Managers and producing revenue of approximately \$1B annually.
- Complete financial and operational responsibility, reporting to Richard Seiner, EVP, TrinityRail.

**DEFINITY PARTNERS, Cleveland, OH**

**2012 – 2013**

*Definity Partners is a business improvement firm which helps organizations implement and accelerate their improvement and growth initiatives by developing and training people, while enhancing processes and management systems.*

***Project Manager***

- Client Engagements: Bi-Con Services, The Grote Company, Hill-Phoenix & Myers Tire Supply.
- Client: Trinity Industries Inc., Dallas, TX
  - TrinityRail Tank Car Division
    - Acted as the Interim Plant Manager for a 500+ person Operation.
    - Search for and hire a permanent Plant Manager and ensure an effective on-boarding process.
    - Worked with the Business Unit Executive to establish an effective Organization Structure for the Division.
    - Drove Operational Improvements that included ensuring On-Time Delivery to Schedule.
    - Successfully increased the Manufacturing Ramp-up of Tank Cars from 60/week to 120/week.

**DDI CORPORATION**, Cuyahoga Falls, OH  
(DDi Corp. acquired Coretec on January 1, 2010)

**2010 – 2011**

*A Leading Manufacturer of Printed Circuit Boards for prototype and quick turnaround for the North American markets. DDi Cleveland specializes in Rigid-Flex and Complex Flex solutions for the Military, Aerospace, Defense and Space markets*

***Vice President, Operations***

- Led the integration of Coretec Cleveland into the DDi family of companies.
- Complete Profit & Loss responsibility reporting to the COO.
- Led the Customer Qualifications for several major accounts.
- Ensured that all Mil/Aero, AS9100, NADCAP, certifications were maintained and in excellent standing.
- Grew our Value-Add Assembly Business from start-up to a point of it being 25% of our revenue.
- Identified and led the installation of several key Capital Equipment installations.
- Created 15% job growth in the first year.
- Grew Revenue by 15% in 2010.
- Improved Gross Profit from 0% to about 10%.

**CORETEC CLEVELAND INC**, Cuyahoga Falls, OH

**2006-2010**

*A Leading Manufacturer of Printed Circuit Boards for prototype and quick turnaround for the North American markets. Coretec Cleveland specializes in Rigid-Flex and Complex Flex solutions for the Military, Aerospace and Defense markets.*

***Vice President & General Manager***

- Lead the turnaround that resulted in achieving profitability for the first time since Coretec acquired the company in 2004. We achieved a significant growth in annual sales year-over-year since 2006.
- Complete Profit & Loss responsibility reporting to the CEO and the Board of Directors.
- Developed and implemented a Risk Assessment Process to identify processes and equipment that posed as “single-points” of failure. Developed a capital investment strategy to address these risk factors and improve the Plant’s process capabilities.
- Improved overall on-time delivery to customer orders from 65% to 90% consistently.

**GENIE ELECTRONICS COMPANY, INC**, York, PA

**2003-2006**

*A Leading Electronics Contract Manufacturer providing a single source for design through finished product assembly, packaging, and test.*

***General Manager***

- Leading the complete turnaround that achieved a significant growth in annual sales, restructuring of senior management and the introduction of new technology and financial systems along with Organization Culture change.
  - Achieved a 20% growth in Sales in 2003.
  - Achieved a 64% growth in Sales in 2004.
  - Increase Net Income by 17%.
- Complete Profit & Loss responsibility reporting to the Owners.
- Developed and implemented a capital investment strategy by evaluating plant and process capabilities.

**OWEN DEVELOPMENT CORPORATION, Spartanburg, SC**

**2000-2003**

*Manufacturer of custom automatic winding and slitting machinery for the paper, plastic, non-woven and textile markets with \$4M in annual revenues.*

***President***

- Led acquisition of Intra, Inc., a company that designs and manufactures winding and slitting machinery including recruiting of personnel, negotiating the purchase price and due diligence
- Oversaw complete integration of Intra including all systems and financial operations

**CAROLINA CIRCUITS, Greenville, SC**

**1998-2000**

*\$50M manufacturer of high-end printed circuit boards primarily for the high-end computing market and telecommunications sectors. Major clients include Nortel, Lucent and Compaq.*

***General Manager***

- Led turnaround to achieve a growth in annual sales of 43%, from \$35M to \$50M by restructuring senior management and introducing new technology and financial systems
- Achieved the goal of operating at “breakeven” after seven quarters in spite of the company’s 10+-year history of being unprofitable and coming off a full-year loss of \$23M in 1997
- Reduced headcount by 30%.
- Established strategic relationships with Compaq, Lucent Technologies, and Nortel
- Introduced “Fast-Cycle Production” (“*Lean Manufacturing methodology*”) along with major Organizational Culture Change resulting in a 65% reduction in cycle time while reducing WIP and inventory of raw materials
- Developed and implemented a \$30M capital investment strategy by evaluating plant and process capabilities
- Complete Profit & Loss responsibility reporting to a Board of Directors (*Carolina Circuits was a joint venture between AMP (acquired by Tyco International) and CMAC Industries*)
- Improved overall on-time delivery to customer orders from 50% to 97%
- Implemented a quality system that reduced product returns from 30% to 0%
- Implemented a comprehensive management and employee assessment program designed to measure, identify, develop and monitor organizational and individual development needs and effectiveness

**IBM CORPORATION**, Endicott, NY

**1981-1998**

*Leading developer and manufacturer of computer hardware, software and related products.*

***Manager, Manufacturing Operations (Microelectronics Division)***

- Managed \$200M+ business consisting of 1500+ employees dedicated to four product lines: Metalized Ceramic Chip Carriers, Tape Ball Grid Array Chip Carriers, Organic Chip Carriers and Printed Circuit Cards/Boards/Flexible Circuits.
- Developed and implemented an operational strategy that included the use of “Fast-Cycle Production” methodology (“*Lean Manufacturing methodology*”) reducing cycle time by 50%, WIP and inventory of raw materials
- Implementing a \$25M capital equipment investment strategy
- Launched strategic business initiatives to improve customer satisfaction including an increase in on-time delivery from 70% to 95% and an improvement in out-going product quality
- Established a diversified customer base for our Organic Chip Carrier product offerings along with sales & marketing teams

**Previous Positions:**

*Manager, Chip Carrier Manufacturing Operations 1995–1997*

*Project Manager, Advanced Technology Operations 1990–1995*

*Development / Project Engineer Manager 1988–1990*

*Manufacturing Department Manager 1985–1988*

*Manufacturing Engineer 1981–1985*

**People Management / Team Building & Development / Organization Culture Change**

- Led major efforts within organizations throughout my career combining Operational Improvements with Organization Culture change.
- Successfully managed professionally and technically diverse employees throughout 40-year management career.
- Positive record of achievement in coaching/mentoring management team and employees to develop an “opportunistic” attitude to seize work projects and problems as opportunities to develop new skills, expand career goals and enhance personal satisfaction by successfully meeting new challenges.
- Demonstrated record of managing with an emphasis on cooperative effort and teamwork in a positive environment, which encourages and celebrates personal development.

**EDUCATION**

**Mechanical Engineering Technology** – Pennsylvania State University

**Continuing Education Courses** – New York State University at Binghamton

**Executive Leadership Program** – Thunderbird University, The Garvin School of International Management

**Executive Resource Program** – IBM Corporation

## PATENTS & PUBLICATIONS

### Patents:

- *Depositing A Conductive Metal Onto A Substrate*, issued as U.S. Patent #5509557, 04/23/96 and Japanese Patent #22643099, 05/02/97.
- *Photoresist Develop and Strip Solvent Compositions and Method for Their Use*, issued as U.S. Patent #5268260, 12/07/93.

### Technical Disclosures and Publications:

- *Alternative Additive Circuitize Process for Fine Line*, Disclosure #EN8930095, 03/93.
- *Pressure Foot Removal Tool*, Disclosure #EN8830061, 01/07/83; published as Technical Disclosure Bulletin on 09/30/83.