

RICK ADAMS, SVP

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STEEL INDUSTRY EXECUTIVE

Dynamic executive with the ability and experience to improve operational inefficiencies and increase revenues, and the passion for developing human talent for optimal success. Proven P&L success in highly competitive markets, and adept at facilitating positive organizational change and instilling pride in the workplace.

EXECUTIVE BENCHMARKS AND MILESTONES

Pioneer Enterprises

- Personally acted as the liaison with Boeing, driving our annual revenues with them from \$4.2M to more than \$10M
- Created a plan that effectively reduced inventory by more than 50%, and floor space by 27%
- Championed process improvements in our parts production, resulting in an increase in profitability by as much as 48% for some components

Premier Products

- Grew revenue by 29% in my initial year, and by an average of 18% in subsequent years

Baxter Steel

- Increased the production by 30% in this major business segment with no significant capital expenditure, contributing to an increased ROI from 8% to 25%
- Designed and implemented a LEAN manufacturing program, resulting in cost reductions of 19% and increased profits of 10%
- Restructured our division at the Kent facility and eliminated unprofitable products, thereby increasing our profitability by 18%

Span of Expertise

- Executive leadership
- Business performance assessment
- Implementation of effective process improvement programs throughout organizations
- P&L oversight, and ROI analysis
- Creation of the corporate strategic plan

PROFESSIONAL EXPERIENCE

Pioneer Enterprises — Everett, WA

Pioneer is a \$65M producer of high precision machined component parts for the aerospace industry.

Senior Vice President (July 2004 to Present)

- As a member of the executive leadership team, maintained oversight of the implementation of our Lean manufacturing and continuous process improvement initiatives, which resulted in increased productivity, and a growth in gross margins from 18% to 35%
- Was invited by Boeing to join their Community Manufacturing Partnership steering committee to help assess and strategize on the direction of the CMP unit
- Developed and implemented a successful capital equipment strategy to modernize our production processes, and improve our on-time delivery and quality performance
- Led a cross-functional group to develop a new company-wide framework for training, and rebuilt a five-person management team, introducing new culture of cooperation and teamwork
- Relocated our distribution unit to a state-of-the-art facility to improve operational efficiency, performance, and customer satisfaction, and increased revenue in this business unit by 30%
- In partnership with other senior-level managers, developed the corporate strategic plan, and crafted metrics to accurately measure our divisional performance

Premier Products LLC — Kent, WA

Premier is a 70-person precision metal fabricator that machines and assembles proprietary components for the aerospace industry.

Vice President and General Manager (Sept 1999 to July 2004)

- Utilizing Lean techniques, streamlined both plant and office operations, thereby finding significant improvements in our overall efficiency and a reduction in COGS by 17%
- Redefined our order management process, reducing in-plant production and order lead time from six to three weeks
- Revitalized our QC program, improved quality performance, and slashed rework costs by 50%
- Achieved a non-conforming part level of less than 140 PPM on a rolling six-month basis, which was significantly lower than our prime customer's specifications

Baxter Steel L.L.C. — Seattle, WA

Baxter is among the largest steel service centers on the west coast. The company performs primary processing, specialty packaging, and just-in-time delivery for companies in many industries.

General Manager – Seattle Facility (Aug 1996 to Sept 1999)

Following my success tenure as General Manager in our Kent facility, was asked to take the helm of this troubled, inefficient location.

- Broke down the perceived wall between union and management, and successfully negotiated four union agreements in three years with two union locals; created a more productive relationship between the parties, while creating an atmosphere of accountability and responsibility
- Eliminated waste throughout our administrative processes, which led to greater efficiency and a 12% reduction in administrative costs

General Manager – Kent Facility (May 1993 to Aug 1996)

- Refocused our sales effort, creating greater client retention and a more profitable customer base
- Implemented improved training standards, and significantly increased the quality and competency of our staff
- Collaborated with senior executives on our Corporate Quality Council to create and implement a new vision statement, and changed our company culture from top down to more active, team-oriented organization

EDUCATION

- MBA, Major in Marketing — University of Illinois
- BS Civil Engineering — University of Illinois
- Marketing Challenge for Senior Managers — University of Illinois
- Social Venture Champion Award — Richman University
- Advanced Management Institute Certificate
- Six Sigma Champion Training