

RICHARD X. XXXXX

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EXPERIENCED GENERAL MANAGER AND BUSINESS LEADER

Hands-on global Automotive Business Executive and General Manager with strong P&L experience coupled with corporate and business strategy leadership roles. Extensive international experience includes positions as President & CEO for businesses in South America and Malaysia. Valued for proven ability to lead, turn around or rebuild diverse, multicultural organizations in turbulent environments.

- Demonstrated ability to drive change in both operations and staff roles
- Experienced in growing market share and revenue while dramatically reducing costs in highly competitive environments
- Strong background in corporate strategy, manufacturing footprint optimization, JV's, divestitures, start-ups, plastics technologies and market-entry strategies.
- Speak and write Portuguese and Spanish. USA Permanent Resident.
- MBA from XXXXXXXX Institute of Technology.

CAREER HISTORY

XXXXXXXX COMPANY

1983-July 2008

Director, Strategic Planning

XXXXX Company, World Headquarters, XXXXXX, XX 2006 -2008

Responsible for strategic planning, business planning and selected corporate strategic alliances for global XXXXXX Company operations. Reporting to CFO and Group VP, Product Development.

- Developed long-term product development and manufacturing footprint strategies (where to grow; where to shrink) – including quantitative modeling and optimization approach.
- Oversaw multiple projects relating to accelerating restructuring plans – identifying and evaluating business unit divestitures; implementation of global processes; improving strategic focus on core business; and potential new acquisitions, alliances and business growth strategies.
- Developed portfolio optimization tools and processes to determine each business unit's 'natural ownership' (or not) as part of Ford group and optimized Ford portfolio
- Led or co-led strategic reviews of major business units (Jaguar/LandRover; Volvo, Mazda). Led major strategic reviews of selected product segments (commercial trucks; battery electric vehicles).

Director, Business Development-Americas

XXXXXXXX Company, World Headquarters, XXXX, XX 2004-2006

Responsible for strategic and business planning for all Ford operations throughout North America.

- Returned to USA to lead the reassessment of North American business strategy and develop new strategic assessment process.
- Led reevaluation of turnaround options for \$90 billion business, including brands, manufacturing footprint, fixed cost structure and viable future business strategies.
- Developed a target business structure for Ford North America. Formed and facilitated working teams to create breakthrough plans in areas of material, quality, design, revenue, fixed costs, brand/customers and product portfolio.

President and CEO,

XXXXXXXX Operations, São Paulo, Brazil

2002-2003

Operations in Brazil, Argentina, Venezuela and Chile with 9,900 employees, seven manufacturing plants and \$2.1 billion revenue.

- Based on success in Argentina, assigned responsibility for all operations in South America with mission of turning around business losing \$500 million per year.
- Turned the business around in extremely difficult economic environment, reaching breakeven in 2003. Business now contributing \$500 million+ per year profit with market share growth in all countries and total market share up from 8% to 12% in Brazil.
- Reduced fixed costs dramatically, from 30% to 15% of revenue; reduced salaried employment by 20%, reduced material costs through TVM (Team Value Management); accelerated new product development and revitalized distribution channel and brand.
- Managed and communicated changes, while downsizing and cost cutting in a way that actually improved employee satisfaction scores year over year.
- Conceived idea and convinced corporate management to establish an autonomous product design and development center in Brazil to do local design and thus speed up development and launch of new products.
- Developed and launched the first entirely locally developed body style program (Fiesta sedan) and brought new product to market 18 months ahead of normal Ford global timing. Product had great market success, generating over \$100 million profit.
- Overcame significant problems (labor relations, supplier relations, cost issues) threatening to delay launch of \$1.2 billion greenfield manufacturing facility in Brazil, utilizing Ford/Supplier condominium concept. Facility launched on time and quickly ramped up to capacity of 250,000 vehicles per year.

President and CEO

XXXXXX. Buenos Aires, Argentina

2001-2002

Operations in Argentina consisting of 2,300 employees, two manufacturing plants and \$900 million revenue.

- Developed and led implementation of innovative, proactive business and financial plans (cash and balance sheet) that allowed XXXX Argentina not only to survive the 2001 Argentine devaluation and economic crisis (industry volumes dropped 75%), but returned XXXX to the #1 sales position in Argentine market after 13 years as #2.
- Outmaneuvered competition by developing a superior dealer/distributor plan that demonstrated support for most valued dealers and helped dealers reduce their financial risks, ensuring that distribution channels survived the crisis stronger than competitors.
- Restructured balance sheet to preempt currency devaluation and reduced cost and size of organization.
- Prevented what would have been a politically damaging shutdown of a cast iron foundry. Handled sensitive negotiations with Argentine government and secured group of local investors to purchase the foundry. Saved XXXX \$14 million in shutdown costs.

Managing Director

XXXXXXXX Sdn. Bhd., Kuala Lumpur, Malaysia

1997-2001

Joint Venture in Malaysia with Sime Darby. 1,100 employees and \$150 million revenue.

- Charged with mission of rebuilding Ford's operations in Malaysia, which had fallen to #8 in the marketplace and was still in decline.
- Developed and led strategy that moved Ford to #5 and improved profitability, morale and productivity.
- Negotiated new JV agreement, increasing Ford's equity from 30% to 49%, and securing controlling role of operations by Ford.
- Clarified brand positioning, launched new products, and improved distribution network.
- Introduced lean manufacturing processes and converted to self-managed work teams. Improved productivity 20% with simultaneous improvement in quality.
- Guided organization successfully through 1997 "Asian Crisis," reducing costs and selling off excess assets and inventory.

Manager, Worldwide Growth Strategy XXXXXXXXX Company

World Headquarters, Dearborn, MI

1995-1997

Responsible for development and implementation of global programs to improve market share.

- Spearheaded development of market entry strategies and marketing plans for China and India. Effectively utilized extensive in-market visits and local, in-country market research sources to develop brand positioning, distribution strategies and optimal product entry strategies.
- Assisted Ford's growth markets in developing integrated product and sourcing plans.

XXXXXXXX COMPANY OF AUSTRALIA, Melbourne, Australia

Financial Controller, Customer Service Division

1994

Quality Manager

1992-1994

Customer Service Manager, Marketing and Sales

1991-1992

Manager, Quality Improvement Methods

1989-1991

Supervisor, Technical Services, Plastics Division

1986-1989

Manufacturing Engineering Processor, Plastics Division

1983-1986

These early career experiences provided a solid foundation in manufacturing and plastics technology and specialist experience in quality management techniques and SPC methods.

EDUCATION

M.B.A., XXXX Institute of Technology, Melbourne, Australia

1993

Awarded prize for top student – Ford MBA program.

Graduate Diploma – Business, Philip Institute, Melbourne, Australia,

1990-1991

LANGUAGES

Portuguese (fluent); Spanish (good).

OTHER OFFICES HELD

Board Member, Council of the Americas, 2002-2003

Lecturer, University of XXXX MBA Class, "Business Strategy in Latin America", 2003, 2004, 2005