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EXECUTIVE PROFILE

Summary

“Ray is very focused on the delivery of high quality results and is able to effectively manage the complex and demanding workload.”

“When it comes to integrity, adherence to process, and open communication, he’s a role model in those areas. He has a customer mindset and very strong quality standards.”

- Performance Review, 2006

“His experience, interpersonal skills, and consistency of approach have garnered a great deal of respect and a high degree of effectiveness.”

- Performance Review, 2004

Accomplished Senior Executive with a dynamic career leading engineering, manufacturing operations, product development, production launches, program management, and commodity business planning for a Fortune 500 manufacturer. Developed strategic plans that delivered strong and sustainable cost reduction and efficiency improvements, while improving quality and reducing recalls.

Extensive global engineering and manufacturing experience, combined with strong business acumen. Spearheaded the launch of over 11 vehicles in 13 assembly plants in five countries. Board-level joint venture experience. Cross-functional team builder and team leader. Bachelors Degree in Mechanical Engineering.

Areas of Expertise

- Product Engineering
- Product Development
- Manufacturing Operations
- Manufacturing Engineering
- Production Launches
- Quality Engineering
- Productivity & Efficiency Improvements
- Budgeting & Cost Control
- Strategic Planning
- Program Management
- Commodity Business Planning (CBP)
- Joint Venture Board Experience
- Lean Engineering
- Value Stream Mapping
- Value Chain Analysis
- Project Planning, Costing, & Project Management
- Team Value Management (TVM)
- Six Sigma Greenbelt Certified

PROFESSIONAL EXPERIENCE

GENERAL MOTORS CORP. • Detroit, Michigan • June 1987-Present

Advanced rapidly through company, with 11 promotions during a 20-year career.

Executive Director–Commodity Business Planning (2/06-Present)

Lead a cross-functional team of product development, purchasing, manufacturing, and engineering staff. Implement near-term actions and develop long-term strategies and policies for material cost reduction. Oversee commodity business planning, supplier optimization and material cost for \$36B in automotive parts and raw materials for 30 manufacturing sites in North America. Supervise 430 direct and 950 indirect reports.

- Established *new* Commodity Business Plan organization and created cross-functional CBP model to reduce product material cost. Led 85 TVM teams and 117 CBP teams in emerging market sourcing, manufacturing support, and supplier optimization through value chain analysis.

Result: Reduced product material cost by \$1.5B on \$40B turnover in 2006, sourced \$1.5B in emerging markets – overachieving target by 19%.

“Ray led the team through a complex year and maintained an excellent balance between delivery of model quality and cost objectives during the production launch.”

- Performance Review, 2005

Experience, Continued

GENERAL MOTORS CORP., Continued

"In 2004, Ray was promoted to Executive Director as a direct result of the fine work he has done over the past three years in leading a solid Launch Quality Operating System."

- Performance Review, 2004

"Ray has successfully improved launch execution in 2004 while reducing launch recalls from four to zero."

- Performance Review, 2004

"The most obvious example of his accomplishments were two very successful launches which put GM back in a leadership position. These were company critical launches and the execution was superb."

- Performance Review, 2003

Executive Director—SUV & Truck Product Development (Promotion, 2004-2006)

Led cradle-to-grave product development of body-on-frame platforms in North America representing \$44B in revenue. Managed a \$250M engineering expense budget and \$8.4B in capital investments for new model development. Supervised 3,000 indirect and 1200 direct reports.

- Led development of the four new SUV and truck models. **Result:** All launched with improved sales and quality over prior models, with two models winning the J.D. Power Initial Quality Awards.
- Served on the Board of Directors of GEM LLC, a joint venture between GM and Anchor International Corporation, which develops and builds medium commercial trucks in Mexico and supplies parts to both companies.

Director—New Model Programs, Advanced & Manufacturing Engineering

(Promoted two levels, 1998-2004)

Managed new product launches at all North American vehicle manufacturing plants, and managed vehicle prototype build facility. Served as primary interface between product development and manufacturing. Directly supervised over 850 salaried and hourly employees.

- Introduced a web-based Launch Quality Operating system that reinvigorated the manufacturing new model program organization and re-established GM's ability to launch high-quality new vehicles on time.

Result: Reduced launch-related recalls from 13 in 1999 to zero in 2004, with 97% of launches meeting Job #1 quality target and equaling Toyota's launch performance.

- Improved employee satisfaction score (ESI) by 10 points during a heavy launch workload and a 10% downsizing.

EARLY CAREER WITH GM

Manufacturing Process Development Supervisor (Promotion, 1993-1998)
Manufacturing Process Engineer (1989-1992)

EDUCATION

UNIVERSITY OF MICHIGAN, Ann Arbor, Michigan
Bachelor of Science in Mechanical Engineering, Automotive Specialty, 1987
Studies toward MBA (ongoing)

COMPUTER PROFICIENCY

Microsoft Office (Outlook, Excel, Word, PowerPoint), Access, and Project.

PROFESSIONAL AFFILIATIONS & AWARDS

Engineering Achievement Award – University of Michigan Alumni Association, 2007
Society of Automotive Engineers (SAE)