

# Jaime M. Fraser

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## CHIEF OPERATING OFFICER (COO)

Turnaround agent for at-risk businesses 📍 Stabilizing force in disruptive climates  
Infrastructure builder during rapid-growth cycles

Strategic Planning and Execution | Lean Six Sigma | Continuous Improvement | Change Management  
Supply Chain Optimization | P&L Management | AI Automation | Mergers and Acquisitions (M&As)

**Transformation architect** who earned a **white-knight reputation** after rescuing underperforming businesses, scaling multi-site operations, and driving profitability through lean thinking and steady-handed leadership. Trusted partner to CEOs and private equity sponsors. Deep expertise across supply chain, finance, and IT.

### Business Turnaround



Restored floundering distributor to profitability in six months

### Acquisition Integration



Steered post-M&A transition across five facilities

### Scalable Growth Infrastructure



Built global supply chain to support startup's mega-growth

## LEADERSHIP EXPERIENCE

**ARC SAFETY INC.** | Baltimore, Maryland | Global leader in safety and PPE equipment

4/2020 to Present

### Chief Operating Officer (COO)—Industrial Business Unit

Management Overview: Seven direct reports | 47 indirect reports | Five North American facilities | P&L for \$67M operation

Recruited post-acquisition to stabilize operations, improve service levels, and drive integration after significant leadership defections. Oversee North American operations spanning five locations. Direct multi-site teams across warehouse, service, rental, procurement, IT, and finance, with full autonomy for daily operations.

**SNAPSHOT:** Raised on-time delivery from **70% to 96%+**, boosted **EBITDA 8%**, and cut lead times **75%** by preventing service breakdowns, automating workflows, and optimizing processes.

- ▶ **Piloted post-merger integration:** Steered operational transformation following an acquisition. Served as acting Controller and HR VP during transition while unifying teams and systems under a single strategy.
- ▶ **Cut lead time** for insulator services **83.3%** by insourcing testing. Generated break-even on capital equipment investment in six months.
- ▶ **Increased rental profitability 8% annually** through fleet refresh and a new employee utilization model.
- ▶ **Propelled on-time-in-full (OTIF) metrics from 80% to 96%** by establishing an AI-based inventory system.
- ▶ **Slashed rental fleet error rate to <2%** by creating quality standards and a robust tracking framework.
- ▶ **Reshaped culture:** Dismantled silos and established a flexing concept that emphasized cross-training. Rebuilt the team and lowered labor costs **20%** while raising pay and morale.

**ILLUMINAIRE** | Southfield, Michigan | Industrial lighting distributor

5/2014 to 4/2020

**Chief Operating Officer (COO)**

Management Overview: Six direct reports | 38 indirect reports | Three facilities | Full P&amp;L for \$29M operation

Tapped by CEO to rescue a struggling distributor. Oversaw sales, marketing, customer service, finance, IT, and operations.

**SNAPSHOT: Restored profitability within six months** by stabilizing finances, reengineering operations, and launching a comprehensive turnaround strategy that primed company for subsequent purchase.

- ▶ **Delivered 10% sales growth** by restructuring sales team and promoting a high-performing marketing manager.
- ▶ **Cut month-end close time 61%** by streamlining internal reporting and reconfiguring ERP system.
- ▶ **Revitalized flat e-commerce sales**, delivering a **14% uplift** in three months by launching category-specific microsites, fully integrated with ERP system.
- ▶ **Designed performance metrics and dashboards**, improving visibility and accountability across teams.
- ▶ **Cultivated team culture** with the directive: "Think like a customer, and act like an owner."

**A23 SCIENCE** | Troy, Michigan | Health and wellness brand

5/2010 to 5/2014

**Sr. Director, Global Supply Chain & Operations**

Management Overview: Three direct reports | 16 indirect reports | Six global third-party logistics (3PL) services

Recruited at startup stage to architect a global supply chain system during a period of explosive growth that caused stockouts and delivery delays. Directed sales and operations planning (S&amp;OP), purchasing, inventory, and 3PLs.

**SNAPSHOT: Built a scalable supply chain infrastructure and fulfillment strategy to support 30% monthly** hypergrowth and international expansion.

- ▶ **Engineered an S&OP process** to forecast demand, drive procurement accuracy, and ensure supply continuity.
- ▶ **Trimmed freight spend 15%** by 3PL volume consolidation and carrier contract renegotiation.
- ▶ **Negotiated 9%** global logistics savings.

**Early Career Foundation****Vice President Supply Chain** | RKL Inc. | Lakeville, MN – **Gained 15% market share****National Director of Strategic Sourcing** | ALR Corporation | Troy, MI – **Saved 12% of spend****EDUCATION****Master of Business Administration (MBA)**

Lake Forest Graduate School of Management | Lake Forest, Illinois

**Bachelor of Arts, Materials and Logistics Management**

Michigan State University | E. Lansing, Michigan

**Training:** Karrass Negotiation Seminars | Finance for the Non-Financial Manager | Management Development

## Project Strategy

### Background

An accomplished COO, Jaime had recently stabilized a company's operations following an acquisition. After the successful turnaround, he was now ready for his next adventure.

### Design Strategy

In keeping with Jaime's reputation as a stabilizing force, I chose a conservative color palette of dark blue and a bronze-gold – colors that convey trustworthiness and stability. For the formatting elements, I used only the borders and shading tool in Word and a few arrow symbols. This resume is fully ATS compatible.

Maintaining the guidelines I follow for readability, I kept paragraphs under 3-4 lines, and bullet points to one to two lines.

### Branding & Summary

Below Jaime's headline, I added phrases to convey the value he brings in three different scenarios: When a company is at risk, he's a turnaround agent. If the times are disruptive, he's a stabilizing force. If the company is growing fast, he can create a scalable infrastructure to support that growth. This addresses the employer's pain points and challenges right at the top of the page.

Next are the competencies, followed by a paragraph summary. In the paragraph, I used tight writing to keep the paragraph short and original language to create interest, i.e., "white-knight reputation."

Accomplishment Highlights: I created a table to highlight three of his top accomplishments, using shading and arrow symbols to draw the eye.

### Experience

Under each position, I began the job description with a one-line management overview to highlight size and scope. Below this is a brief paragraph, leading with the challenge or mission and setting the stage for Jamie's accomplishments.

A snapshot box encapsulates the overarching accomplishment for each role and is followed by the accomplishment bullets. In each bullet, I led with the result and quantified wherever possible.