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MBA • CSSBB • CMQ/OE

Chief Operating Officer | Turnaround Wizard

Revolutionizing cultures | Salvaging underperforming operations | Maximizing P&L performance

My Turnaround Formula

STEP 1 → Cultural Transformation

Created an **aligned vision** that unified teams. Reshaped cultures with process-excellence programs, lean methodologies, and continuous improvement initiatives.

STEP 2 → Profit and EBITDA Boost

Bolstered revenue, improved profit margins, and won market share from the competition by devising renewal and revitalization strategies.

STEP 3 → Retool for Scalability and Growth

Optimized business operations – improving efficiency, driving organic growth, and scaling operations.

P&L Management
Strategic and Tactical Planning
Continuous Improvement (CI)
Mergers and Acquisitions (M&As)
Operational Excellence
Lean and Six Sigma Methodologies
Process Improvements
Change Management
Coaching and Mentoring
Financial Analysis

THREE SUCCESS STORIES

Scaled a Software Company for Sustainable Growth

Doubled revenue. Expanded 60%.

Rescued a Floundering Region for a Fortune 1000 Company

Boosted regional profits 15% YOY.

Carved a Bigger Market Slice for a Fortune 500 Company

Propelled market share 21%.

EXECUTIVE ACHIEVEMENTS

GSC NORTH AMERICA | Portland, OR | Software and services company.

Chief Operating Officer (COO) (10/2020 – Present) Promoted from SVP of Operations within two months of hire.

Management Overview: 14 reports | 435 indirect reports | P&L for \$240M operation | 10 North American locations

Drive growth and profitability, managing operations, supply chain, analytics, customer delivery, and program management office (PMO). Report to CEO and manage a team of VPs and directors. Member of the M&A team that led integration strategy.

Strategic Actions: Stabilized operations and P&L, improved project delivery, and scaled company following an acquisition.

Key Results: Doubled revenue from \$120M to \$240M, with 25% organic growth, raising EBITDA 17%+.

- Generated **100% revenue growth** by masterminding a renewal strategy – scaling operation 60% within three months.
- Spiked on-time delivery from **30% to 95%** within six months by creating an enterprise-wide planning and scheduling program that drove additional sales by **23%**.
- Cut costs **\$4.7M** by designing a vendor management program and renegotiating contracts.
- Established the company's **first** project management organization and built a new PMO team.
- Reduced employee attrition **22%** and improved employee engagement **45%** by leading transformation from an outdated, top-down style to a fully engaged workforce with a common vision.

EXECUTIVE ACHIEVEMENTS, CONTINUED

STM GLOBAL | Portland, OR | Fortune 1000 technology and analytics company.

Regional Director—Midwest (03/2019 – 08/2020)

Management Overview: 14 direct reports | 1,460 indirect reports | 14 sites | P&L for \$215M operation

Recruited to create strategic plan to turn around an underperforming region. Managed operations, supply chain, quality, and continuous improvement for 14 sites. Oversaw a \$90M budget and drove operational KPIs for the region.

Turnaround: Launched new process-excellence program to optimize operations. Challenged traditional operating procedures and fostered a continuous improvement culture with lean principles and tools.

- Increased organic profit margin **15% YOY** for the region.
- Trimmed labor costs **20%** and improved delivery time **10%**.
- Plunged warranty costs **80%** by cutting certification errors through a value-stream redesign.
- Launched a new product that increased revenue **17%** in the first year.

FORTUNE 500 COMPANY | Atlanta, GA | One of the world's leading makers of tissue, pulp, packaging, and building products.

Director, Operational Excellence (06/2017 – 03/2019)

Management Overview: Six direct reports | 800 indirect reports | Three facilities nationally | P&L for \$110M+ operations

Directed operations, supply chain, and continuous improvement for multiple facilities in the consumer-packaged goods division. Reported to the SVP of Operations. Trailblazed new process improvement initiatives.

Challenge: To win a larger market share from the #1 competition. **Actions:** Commissioned market study that showed quality gap. Reframed gaps as \$46.7M in revenue opportunities. **Results:** Improved market share by 21%.

- Avoided **\$32M** in costs across multiple divisions by optimizing preventive maintenance strategies and instituting revenue cycle management (RCM) principles to predict failure.
- Harvested **\$24.6M** additional revenue by deploying an operational excellence playbook that increased production throughput by **12%**.

TRS LABWORKS | Chicago, IL | A \$12B, global leader in infection-prevention solutions.

Regional Operations Leader (12/2012 – 06/2017)

Management Overview: Supervised four managers | 190+ indirect reports | Five sites | P&L for \$60M operation

As a member of the executive team, managed operations and P&L for five locations. Reported to the VP of Operations.

Turnaround: Increased profits by 4% YOY across multiple facilities. Reversed losses at a key site – raising profits by 10%.

- Elevated quality, saving **1.9%** in revenue across all five locations with a closed-loop, corrective-action process.
- Raised profit margin by **4%** YOY through lean processes.
- Deployed TPM program that delivered a **13%** sustained productivity improvement throughout the entire division and **\$4M** YOY margin growth. Increased employee engagement **22%**.

EDUCATION

MBA | University of Notre Dame | 2020

B.Sc. Chemical Engineering | Columbia University | 2008

Certified Six Sigma Black Belt (CSSBB) | Certified Manager of Quality and Organizational Excellence (CMQ/OE)

Explanation of Project & Strategy

Background

Alan came to me with a five-page resume that had exceedingly small margins and a tiny font. It's not unusual for a turnaround executive to have a number of short-term positions. After all, it is his or her job to rescue operations and move on to the next company. Nevertheless, Alan knew he needed a resume that was more succinct, easier to skim, and communicated his achievements and value. I reduced the resume to two pages and conveyed his accomplishments and brand in smaller "sound bites."

Design

I used simple, ATS-friendly design elements in shades of blue with a few touches of gold. For most of the content, I chose the simple Calibri font. The exception was Alan's name, where I used Imprint MT. The result was a classic, upscale look.

Summary Section

During our consultation, Alan told me about his three-step turnaround formula. First, he changes the culture to one that values its employees and rewards performance. This provides the framework for all other changes. Second, he creates a revitalization strategy to generate quick wins in P&L. Third, he retools and optimizes business operations to create efficiency, then scales operations to build the foundation for M&As. I used these three steps to structure my summary and differentiate Alan from the competition. Below each step, I wrote a short paragraph to highlight Alan's specific actions and accomplishments.

Three Success Stories

To highlight Alan's top accomplishments in the first half of page one, I selected and briefly described three of his most impressive achievements and metrics.

Experience Section: "Executive Achievements"

To keep the resume in a classic style with light design, I applied subtle elements, such as shading, to break up the text and enable a quick skim. Under each company and job title, I provided a Management Overview with a simple underline. Below the overview is the job description in a short paragraph in the strongest, most succinct writing style possible. I used a light shaded box to highlight Alan's key impact in each position. Finally, I used bullet points to call out specific achievements and metrics.