

Audie M Penn

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Vice President of Operational Excellence

Operations executive with extensive experience leading complex manufacturing operations, teaching and coaching executives, and developing teams to achieve high-performance outcomes. Proven track record in guiding organizations through significant transformations, recovering critical operations, and stabilizing organizational cultures through influential leadership and individual and team development activities.

Selected Achievements

- \$350mm turnaround in top line OEM revenue (production) in 5 months.
- \$400mm increase in OEM revenue (production) to accommodate market opportunity.
- Deployed Built in Quality (BIQ) achieving top quality performance across global footprint.
- Reduced fixed cost structure for fabrications function serving three product groups.
- \$500mm cost reduction in 14 OEM NPI (new product introduction) programs.
- Recovered positive economic profit contributions for \$1B manufacturing operation.

Professional Experience

Audie Penn Consulting / Faro Partners / ProAction Group – Jan 2017 – Current

- Global Operational Excellence Consultant – deploying operational excellence across client base.
- Executive Coach – coaching executives, mid-level managers, and front-line supervisors.

Caterpillar, Inc. – Mar 2008 – Dec 2016

- Caterpillar Production Systems Global Deployment Champion
 - Worked with external customers to develop operational excellence systems.
 - Executed differential investment and divestiture strategies based on economic profit contribution by global business segments as part of executive legacy project.
- Director Supply Chain Optimization
 - Managed SCO and engineered value chain programs for global operations.
- Group Manager Hydraulic Excavator Operations North America
 - Responsible for annual budget planning and performance for operations cost center.
- Strategic Fabrications Engineering Manager
 - Implemented cost modeling and lean concepts in redesigning fabrications for facility.
- Supplier Product and Process Collaboration Engineer Manager
 - Deployed advanced purchasing and manufacturing engineering processes across global supply base.

Hi Way Equipment Company – Sep 2007 – Mar 2008

- Plant Manager – Functional Responsibilities
 - Operations, maintenance, distribution, material management, quality

Manitowoc Cranes – May 2004 – Sep 2007

- Plant Manager – Functional responsibilities
 - Machining, test, and distribution functions of main plant site
 - General Manager for second plant site.
- Machining Superintendent – Responsible for machining operations.

John Deere Davenport Work – Jan 2001 – Apr – 2004

- Manufacturing Manager – Responsible for paint operations for three machine products.
- Manufacturing Manager – Responsible for loader fabrication operations.

Kewanee Boiler – May 1995 – Oct 2000

- Manufacturing Manager – Responsible for burner assembly operations.
- Manufacturing Manager – Responsible for boiler assembly operations.
- Manufacturing Manager – Responsible for plant fabrications operations.

John Deere Seeding Group – Jan 1992 – May 1995

- Supply Chain Group – Responsible for managing supply chain performance.
- Materials Management Group – Functional responsibilities
 - Scheduling internal work orders across primary and secondary fabrication operations
 - Managing plate steel inventories

Education

MBA – St. Ambrose University- 2012

BA – Western Illinois University- 1992

Affiliations and Certification

Society of Manufacturing Engineers – Member Since 2012

Association of Manufacturing Excellence – Member since 2016

Lean Certification Alliance

Board Member – Jan 2019- current

Certification oversight and appeals Chairman – 2022- current

Six Sigma Master Black Belt

Lean Bronze Certified – 2013- current

Lean Silver Certified – 2014- current

Lean Gold Certified – 2018- current