Audie Penn

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Vice President of Operations | Global Manufacturing & Transformation Leader
Influential Leadership | Manufacturing Strategy | Industry 4.0 | EHS Excellence | P&L Accountability

Executive Summary

Operations executive with 20+ years of global leadership in manufacturing, supply chain, and operational excellence, delivering over $2B in financial impact across multi-site operations in the U.S., Mexico, and Europe. Proven success in footprint optimization, Industry 4.0 transformation, and LEAN/OPEX deployment, with extensive P&L responsibility and expertise building zero-incident safety cultures. Recognized for uniting cross-functional teams to drive growth, innovation, and customer-focused performance at scale.

Career Experience

Audie Penn Consulting – Chicago, IL & Global
Global Operational Performance Consultant & Executive Coach | 2012–Present

• Delivered $600M EBITDA improvement for Summit Building Materials by designing and executing an enterprise-wide operational deployment strategy and KPI governance system.
• Secured $110M EBITDA for CEMEX by designing and launching a production system across 28 plants worldwide, embedding LEAN/OPEX culture, and coaching senior leaders.
• Boosted equipment reliability and throughput through Industry 4.0 and LEAN initiatives, including process stabilization and efficiency optimization.

Caterpillar Inc. – Global Operations | 2008–2017
Global Deployment Master Black Belt & Manufacturing Technical Steward

• Generated $30M profit increase via global investment and divestiture strategy tied to economic profit models.
• Improved global business performance by 30%+ through LEAN transformation and executive leadership training.

Group Manager, Hydraulic Excavator Assembly Operations (NA)

• Directed $90M budget for a $1B+ operation, managing assembly and subassembly facilities.

• Recovered $350M revenue by driving improvements in safety, quality, on-time delivery, and productivity.

• Expanded capacity by 40% through LEAN Six Sigma deployment.

Strategic Fabrications Engineer Manager

• Reduced fixed costs by $8M via fabrication redesigns, LEAN planning, and capacity optimization.

Supplier Product & Process Collaborations Engineer Manager

• Delivered $500M in savings on 14 new product launches by streamlining design, sourcing, and supplier collaboration.
• Reduced $100M in costs with make-versus-buy analysis and supplier negotiations.

The Manitowoc Company – WI | 2004–2007
Multi-Site Plant Manager

• Managed operations, supply chain, and engineering across two facilities with $54M budget.
• Generated $750M topline revenue and exceeded EBITDA targets by expanding capacity.
• Raised safety, quality, and productivity to highest company levels within 10 months.

Earlier Roles: John Deere – Manufacturing Manager; Kewanee Boiler – Production Supervisor; Hi-Way Equipment – Plant Manager

Education & Certifications

ILM Level 7 Diploma in Executive Coaching & Leadership – Actuate Global
Expected October 2025

MBA, Management & Operations – St. Ambrose University

BBA, Business – Western Illinois University

LEAN Bronze, Silver, & Gold Certifications – Lean Certification Alliance

Six Sigma Master Black Belt – Caterpillar

DISC Certified Practitioner – Thomas International PPA

Non-Executive Director Certification – Actuate Global

Professional Leadership & Awards

• Committee Member of LEAN Certification Alliance (Oversight & Appeals Chair)
• Member, Association for Corporate Growth & Association of Manufacturing Excellence
• Recipient, Caterpillar CPS Executive Director Award