

Audie M. Penn

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Operations and Supply Chain Executive

Dynamic operations and supply chain executive with a proven record of leading Fortune 100 global organizations and mid-market industrial OEMs through transformation, recovery, and sustainable growth. Recognized for delivering mission-critical turnarounds, driving enterprise-wide operational excellence, and building high-performance cultures that thrive in complex, multi-plant, and global environments. Adept at aligning strategy with execution, optimizing supply chains, and leading cross-functional teams to achieve measurable results in quality, cost, delivery, and scalability. Experienced in remote leadership, global operations, and enterprise-level continuous improvement initiatives.

Product & Market Segmentation • Differential Investments • Leadership Development • Succession Planning
Operational Excellence • Capital Expenditure & Working Capital Oversight • Quality & Safety
Economic Profit Evaluation • Financial Performance • Productivity Enhancements
Executive Coaching • Product and Process Management • Budget Management & Reallocation

Entrepreneurial Experience

Audie Penn Consulting Chicago, IL & Global Locations 2012-Present
Private consulting firm focused on operational excellence merging functional and relational transformations.

Global Operational Performance Consultant & Executive Coach

Guide global clients through transforming operations, report results to executive leadership teams, and collaborate with cross-functional experts to reach strategic goals. Coach executives, mid-level managers, and front-line supervisors in tactical operational execution, delivering budget performance.

- **Facilitated \$600 million in EBITDA** for a building materials client by developing an operational deployment strategy, gaining board approval for implementation, and coaching executives in defining and translating objectives in alignment with organizational vision.
 - Defined a proposed governance system, formed and monitored KPIs, and communicated tactical plans across all levels of responsibility.
- **Obtained \$110 million in EBITDA** by designing a production system for 11 US manufacturing plants and 17 European facilities for a multi-billion-dollar global customer, defining, documenting, and launching OpEx and six sigma projects, and guiding plant leadership in gap analysis and tactical execution.
 - Consulted and guided high-level executives in fostering servant leadership skills, ensuring transformation success, and planning and developing future initiatives and positive culture shifts.
- **Boosted client equipment and process performance** by identifying and conducting multiple efficiency projects, stabilizing C3S in raw kiln feeds, and adjusting chemistry for finish mills.

Career Experience

Caterpillar, Inc. 2008-2017

A manufacturer of construction and mining equipment, diesel and natural gas engines, industrial turbines, and diesel-electric locomotives.

Global Deployment Master Black Belt & Manufacturing Technical Steward (2013-2017)

Reported to the director of Caterpillar production systems and served as an international consultant.

- **Attained \$30 million in incremental profit** by overseeing an executive legacy project, differential investments, and divestitures based on economic profit contributions and global business performance.
- **Improved +35% of business performance** by forming and delivering OpEx (CPS) training programs and coaching executive leaders in culture transformation techniques.

- **Achieved +40% in operational efficiency** by collaborating with external customers in building and implementing systems.

Group Manager, Hydraulic Excavator Operations, North America (2011-2013)

Planned and allocated a \$90 million budget for a billion-dollar manufacturing operation and oversaw hydraulic excavator assembly and engine subassembly for large and medium wheel loader facilities. Reported to the value stream manager and led eight staff.

- **Recovered \$450 million in top-line revenue** by focusing on performance metrics and introducing process changes for improved safety, quality, on-time delivery, and productivity in 5 months.
- **Increased +40% of operational capacity** by leading OpEx and Six Sigma education initiatives and traveling to global sites to consult with stakeholders on continuous improvement and delivery initiatives.
- **Reached Top Tier Performance in safety and quality levels** by implementing accountability cycles for observable unsafe conditions, training for uncertain behaviors, and conducting assembly operation throughput yield analyses across the global manufacturing footprint.

Strategic Fabrications Engineering Manager (2010-2011)

Reported to the Division operations manager, supervised six staff, and controlled a \$28 million budget. Formed and launched operation and fabrication plans for large and medium wheel loader and hydraulic excavator facilities. Justified costs and conducted capacity planning activities for robotic weld cells, machine tools, and plant and cell layouts.

- **Realized \$8 million in fixed costs** by serving three product groups and introducing cost modeling and OpEx concepts in fabrication redesigns.
- **Reaped exponential efficiencies** by shifting fabrication planning and execution to the materials requirements area, transitioning processes to a pull-based system, and designing one-piece flow models to position burn-to-shape processes adjacent to common material units.
- **Accelerated throughput** by reducing work in progress and cell footprints and streamlining cell inventory.

Supplier Product & Process Collaborations Engineering Manager (2008-2010)

Led 32 engineers in designing manufacturability and cost processes for heavy structures, lower-power-train, electrical systems, hydraulic systems, and cabs. Reported to the director of supplier product and process, administered a \$19 million budget, and crafted and initialized advanced purchasing and production engineering procedures across the global supply base.

- **Delivered \$500 million in savings** for 14 new product introductions across four business divisions by reducing carryover component costs, improving new content design and manufacturing processes, developing a component cost analysis tool to evaluate targets, and identifying outliers for cost reduction negotiations.
- **Realized \$100 million in production costs** by partnering with internal design stakeholders and external manufacturing engineers to analyze the tradeoffs of outsourcing versus insourcing crucial functions and rendering “make versus buy” decisions.
- **Created an 80% improvement in quality** by integrating advanced product and quality planning (APQP) processes into the design phase.
- **Led a 30% increase in productivity** by crafting a supplier product and process collaboration model for Global Machine Design Center NPI projects, gathering engineering data, leading associate recruitment efforts, and standardizing casting, forging, burn-to-shape, machining, welding, forming, and stamping functions.

The Manitowoc Company, Manitowoc, WI

2004-2007

Global Manufacturer of market-leading lifting solutions, manufacturing innovative products, and delivering support services.

Multi-site Plant Manager

Recruited to improve operational performance and manage 16 staff and a \$54 million budget. Led operations, engineering, supply chain, materials management, and HR functions for two facilities.

- **Delivered \$750 million in topline OEM**, championed \$500 million in sales in less than a year, and exceeded EBITDA targets by onboarding additional talent, acquiring incremental materials, and boosting production capacity to meet market demands.
- **Avoided \$17 million in losses** by managing a critical risk reduction plan for external machining of critical safety components. Internalize manufacturing processes to eliminate contracted machining expenses.
- **Spearheaded a 40% in productivity** by analyzing historical data for engineering, supply chain, and process metrics, establishing targets, and providing actionable feedback and training to operational teams.
- **Raised plant performance to highest in the company** for safety, quality, delivery, and productivity over ten months by initiating process and culture improvements across all manufacturing sites, establishing clear leadership roles, reorganizing staffing, and hiring supervisors, engineers, and factory personnel.

Earlier Experience: Manufacturing manager & production control scheduler for John Deere Davenport Works, production supervisor for Kewanee Boiler & plant manager for Hi-Way Equipment Company

Education & Professional Development

St. Ambrose University
Master of Business Administration (MBA) in Management & Operations

Western Illinois University
Bachelor of Business Administration (BBA) in Business

Society of Manufacturing Engineers
LEAN Bronze, Silver, & Gold Certifications

Caterpillar, Inc.
Six Sigma Master Black Belt

Thomas International
Personal Profile Analysis DISC Certified Practitioner

InTouch Ahead of the Curve
Non-Executive Director Certification & Board Development Certification

Actuate Global
ILM7 Executive & Board Level Coaching Diploma

Professional Associations & Awards

Association of Manufacturing Excellence - Member
Society of Manufacturing Engineers - Member
LEAN Certification Alliance - Committee Member & Certification Oversight & Appeals Chair
Caterpillar Inc. – CPS Executive Director Award