

Audie Penn

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Operating Executive — Manufacturing Systems

EXECUTIVE SUMMARY

Operating executive who assumes direct accountability within manufacturing systems for execution, leadership alignment, and sustained performance across multi-site environments. Carries accountability for operating outcomes through plant leadership structures and execution cadence, restoring clarity, ownership, and performance continuity across safety, quality, delivery, and profitability.

CORE OPERATING STRENGTHS

- Execution accountability within plant and multi-site leadership cadence
- Performance stabilization across safety, quality, delivery, and cost
- Leadership alignment and accountability cycle development
- Restoration of ownership through structured operating rhythm
- Exposure of hidden operating constraints
- Sustained performance through leadership transition

PROFESSIONAL EXPERIENCE

APC — Operating Executive (On-Site Leadership) | 2017 – Present

- Assumed responsibility within manufacturing systems for execution, leadership alignment, and sustained performance across multi-site environments
- Carried accountability for operating outcomes through plant leadership structures and execution cadence
- Operated within plant leadership rhythm, delivering performance continuity through multiple leadership transitions
- Restored clarity and ownership within leadership teams, strengthening accountability at the point of execution

Surfaced hidden operating problems through direct engagement, making constraints visible and actionable within the system

Multi-Site Manufacturing System (12 Years)

- Sustained operating presence (5 days/month/plant) across expanding system (3 → 11 U.S. → 17 Europe)
- Established leadership accountability cycles and performance expectations
- Maintained performance continuity through multiple plant manager transitions
- Developed internal leadership pipeline (OpEx → Plant Manager)
- Delivered measurable improvement across safety, quality, delivery, and profitability

Selected Operations

- Multi-Site Industrial Manufacturer (6 Years): Established and extended execution across safety, quality, and delivery; sustained performance through leadership transition
- Manufacturing System (8 Years): Clarified expectations, strengthened accountability, and sustained operational and financial performance
- Multi-Plant Manufacturing System (8 Years): Increased execution consistency through aligned operating cadence, strengthening system stability and performance

CATERPILLAR | 2008–2017

Global Deployment Master Black Belt & Manufacturing Technical Steward

- Led production system execution across global manufacturing operations, improving performance by 35%+
- Drove operating discipline across multiple facilities through direct engagement with plant leadership
- Delivered \$30M incremental profit within six months through disciplined operational decisions

Group Manager — Hydraulic Excavator Operations

- Held full operational responsibility for \$1B manufacturing operation following severe delivery failure
- Recovered ~\$450M in revenue within five months through restored execution and leadership accountability
- Re-established operating rhythm across production and supply chain

Supplier Product & Process Collaboration Engineering Manager

- Led 32 engineers with \$19M budget supporting new product introduction and manufacturing readiness
- Delivered ~\$500M in machine cost reduction through integrated design and manufacturing execution

THE MANITOWOC COMPANY — Manitowoc, WI | 2004–2007

Multi-Site Plant Manager

- Stabilized two facilities and five unionized workforces in an acquisition environment
- Restored execution discipline and predictable delivery within six months
- Enabled ~\$750M in OEM production and ~\$500M in sales through stabilized operations

JOHN DEERE | Early Career

Manufacturing Leadership — Fabrication & Paint Operations

- Selected to lead most unstable production areas following demonstrated execution discipline
- Increased throughput by ~40% while reducing cost by ~60% and consolidating operations

EDUCATION & CERTIFICATIONS

- MBA, Operations Management
- BA, Operations Management
- Six Sigma Master Black Belt
- Chairman for the Lean Certification Alliance