

# Robert T. Zimmerman

248-555-5431 ■ rzimmer@nomail.com  
[My LinkedIn Profile](#) ■ Bloomfield Hills, Michigan

## Chief Operating Officer—Manufacturing Turnaround

Transforming underperforming operations ▶ Building teams that achieve the extraordinary

Global Operations leader known for revitalizing underperforming operations for automotive suppliers worldwide.

- ▶ **Turnaround Strategist** with a reputation for quickly reviving floundering operations and stimulating productivity.
- ▶ **Profit Builder** with a record of reducing costs, improving processes, and achieving breakthrough gains in productivity.
- ▶ **Five-Time Award Winner** for supplier quality and excellence by automotive OEM customers.
- ▶ **Multilingual**, with deep international experience in North America, South America, and Europe.

Change and Transformation  
Plant Start-up and Turnaround  
Cost Savings and Profit Growth  
P&L Management  
Global Operations Leadership  
Mergers and Acquisitions (M&As)  
Strategic Business Planning  
Six Sigma and Lean Methodology  
New Business Development

## A CAREER OF LEADING BUSINESS TRANSFORMATION

**RBG GROUP** – A \$1.8B global supplier to automotive OEMs – Troy, Michigan

### Chief Operating Officer (COO)—North American Region (10/2016 – Present)

Recruited to pilot the turnaround of North American operations to reverse a \$12M loss. Lead a 2300-employee, \$365M operation, including P&L, budget, product engineering, and logistics for 10 facilities.

Transformed region from a loss-maker to a benchmark-setter

Defined and established a North American manufacturing strategy that reduced costs and consolidated technologies.

- ▶ Led transformation of three plants from a \$12M *loss* to \$14M *profit* in less than one year by leveraging Lean methodology.
- ▶ Grew revenues from 19% over a three-year period.
- ▶ Revamped business model and improved quality – which was instrumental in winning \$83M in new OEM contracts.
- ▶ Improved on-time delivery-in-full (OTIF) from 87% to 99% by optimizing manufacturing processes.
- ▶ Reduced direct labor costs by 5% and indirect labor by 25% through value stream mapping and production leveling.

**FAURECIA AUTOMOTIVE SYSTEMS** – A \$20B global automotive components manufacturer – Auburn Hills, Michigan

### Senior Director—Manufacturing Engineering (10/2014 – 10/2016)

Directed manufacturing engineering, prototyping, and support services for seven large programs representing \$11M R&D sales. Led a team of 74 engineers at five locations and managed a \$4.5M expense budget.

Improved profitability from a \$1.7M *loss* to a \$1.0M *profit*

- ▶ Reversed a \$1.7M loss in prototyping program to achieve \$1.0M profitability by automating processes.
- ▶ Raised program profits 7% by introducing Design for Six Sigma (DFSS).
- ▶ Increased right-first-time approval from 30% to 90% in one year.

**LEAR CORPORATION, AUTOMOTIVE SEATING DIVISION** – *A Fortune 500, global leader in automotive seating systems***Vice President of Operations**—Eastern Europe (3/2012 – 10/2014)

Led operations and performance improvements for three plants with 2,400 employees and \$114M in revenue. Drove process improvements that increased efficiency and material yield while reducing costs.

Improved labor efficiency by 25%  
and reduced labor costs by 18%

- ▶ Designed a comprehensive improvement plan for one plant, increasing labor efficiency by 25% within four months and reducing labor costs by 18%.
- ▶ Boosted efficiency of an underperforming plant from 30% to 68% in less than four months.

**Vice President of Operations**—South America (9/2008 – 3/2012)

Recruited as part of crisis management strategy to provide continuity during transition to new CEO. Managed P&L for \$990M South American region with seven facilities supplying automotive OEMs. Supervised 12 direct reports and a total workforce of 5000+.

Saved \$48M for seven  
South American plants

- ▶ Delivered a \$48M total savings for seven plants by introducing Lean manufacturing processes, a continuous improvement culture, and a robust performance management (KPI) system.
- ▶ Conceptualized a South American manufacturing strategy and established best manufacturing processes.
- ▶ Stabilized largest plant in Brazil, saving \$900K per month in overtime and reducing quality rejects by 63% per month.
- ▶ Re-established trust with a Fortune 500 customer, leading to award of a \$34M capex project.

**EDUCATION & TRAINING****Executive MBA**

Michigan State University, Broad Graduate School of Management – Lansing, Michigan

**Master of Science in Engineering**

University of Michigan – Dearborn Michigan

**Six Sigma Green Belt Certified****Professional Training**

ISO 9901, ISO 14001, ISO 14969

VDA Quality Training

R&D Manager Program

**AWARDS from CUSTOMERS**

GM Quality Excellence Award, 2019

FCA Quality Excellence Award, 2018

Subaru Excellence in Partnership and Continuous Support Award, 2016

**LANGUAGES**

Fluent in English, Spanish, Italian, and Polish. Intermediate Russian and German