

Robert T. Zimmer

Manufacturing Turnaround Strategist

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Rescuing underperforming operations ▶ Building teams that achieve the extraordinary

Global Operations Crisis Manager known for revitalizing automotive manufacturers and suppliers worldwide.

- ▶ **Turnaround Expert** with a reputation for quickly reviving floundering operations and stimulating productivity.
- ▶ **Profit Builder** with a record of cutting costs, improving processes, and achieving breakthrough gains in productivity.
- ▶ **Five-Time Award Winner** for supplier quality and excellence from automotive OEM customers.
- ▶ **Multilingual**, with deep international experience on three continents.

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

BUSINESS TRANSFORMATION CAREER

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

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

Took the helm of a 2300-employee, \$365M operation, orchestrating P&L, budget, product engineering, and logistics for 10 facilities. **Challenge:** To turn around North American operations after a \$12M loss.

Transformed region from loss-maker to benchmark-setter

Devised a North American manufacturing strategy that slashed costs and restored profitability.

- ▶ Drove transformation of three plants from a \$12M loss to \$14M profit in less than one year by leveraging Lean methodology.
- ▶ Boosted revenues by 29% 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.
- ▶ Trimmed labor costs by 25% through value stream mapping and production leveling.

FENTON AUTOMOTIVE SYSTEMS — A \$20B global automotive components manufacturer — Auburn Hills, Michigan

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

Managed manufacturing engineering, prototyping, and support for seven large programs representing \$11M R&D sales. Directed team of 74 engineers at five locations and managed a \$4.5M expense budget. **Challenge:** To revive program after a \$1.7M loss.

Spiked profitability

Reversed a \$1.7M loss in prototyping program to achieve \$1.2M profitability by automating processes.

- ▶ Raised program profits 8% by introducing Design for Six Sigma (DFSS) and Lean methodology.
- ▶ 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)

Challenge: To improve performance in a struggling region. Piloted performance transformation and led operations for three plants with 2,400 employees and \$124M in revenue. Drove process improvements that increased efficiency and material yield while reducing costs.

Improved labor efficiency

Designed a comprehensive recovery plans for the region, increasing labor efficiency by 25% in four months and reducing labor costs by 18%.

- ▶ Boosted productivity of an underperforming plant from 30% to 68% in less than four months.
- ▶ Re-established trust with a Fortune 100 customer, leading to award of a \$34M capex project.

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

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

Provided stability during leadership transition

Saved \$48M and improved quality for seven South American plants by establishing a continuous improvement culture.

- ▶ Introduced Lean manufacturing and a robust performance management (KPI) system for all seven plants.
- ▶ Conceptualized a new South American manufacturing strategy and established best manufacturing processes.
- ▶ Resuscitated largest plant in Brazil, saving \$900K per month in overtime and reducing quality rejects by 63% per month.

EARLY LEAR CAREER

Director of Operations and Business Development—Central and Eastern Europe

Director of Cost Reduction—North America

Managing Director and Operations Director—Eastern Europe

EDUCATION & TRAINING

Executive MBA | Michigan State University, Broad Graduate School of Management

Master of Science in Engineering | University of Michigan

Bachelor of Science in Engineering | Michigan Technological University

Six Sigma Green Belt Certified

ISO 14969 Training | VDA Quality Training | R&D Manager Program

AWARDS

GM Quality Excellence Award, 2020



FCA Quality Excellence Award, 2018

LANGUAGES

Fluent in English, Spanish, Italian, Polish, and German

Explanation of Project

Robert is an automotive executive whom I've worked with for over a decade. When we first met, his fluency in multiple languages and his international experience had paved the way for expat assignments in Eastern Europe and South America. When he later wished to return to the U.S., we updated his resume with less focus on the international roles. After a successful return to the States, we discussed another update. By then, Robert had gained a reputation as a turnaround expert. With this in mind, I recommended a total revamp, redesign, and rebranding of Robert's resume to reflect his role as a turnaround strategist.

I used an image of an ascending bar graph at the top right to reflect his ability to transform operations and increase profits. I designed the resume in ice blue and grey tones to coordinate with the graphic. Further, blue is a color that conveys stability, safety, and rescue – something Robert has provided for regions and plants.

Between the header and the summary, I used a branding/value statement: "Rescuing underperforming operations > Building teams that achieve the extraordinary." The second part of the phrase was a near-verbatim quote from Robert. He's not hyperbolic; and is actually a humble person. He gives his team the credit for achieving the extraordinary; and credits himself only for building a talented team.

Next is the summary (shaded grey on the left) and core competencies (shaded blue on the right).

Instead of a generic "Professional Experience" heading, I created a more descriptive one: "Business Transformation Career." Under each position, I selected a key result and placed it in a blue arrow shape – enabling the reader to see his top accomplishments at a glance. The arrow guides the eye directly to more detail about his accomplishments, while the bullet points provide the steps and further detail and results/metrics. I used short paragraphs for his job descriptions, with each description highlighting the key challenge. I prefer to keep paragraphs and bullets as short as possible for readability, so I used very tight, economical writing.