

## David W. Crawford

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### SUMMARY

*"A proven leader with extensive experience in operations management and continuous improvement. Skilled at improving manufacturing and business processes through the application of proven techniques, programs, and leadership skills. An effective trainer, coach and mentor to both line and staff associates with strong written and oral communication skills."*

### PROFESSIONAL EXPERIENCE

#### **DWC Consulting Services, LLC**

##### **Independent Consultant** January 2018 – Present

- Currently working with Virginia Manufacturers Association (VMA) – Manufacturing Skills Institute (MSI) to provide consulting services to VMA members in the following areas: Lean, Six Sigma, Project Management, Workforce Development and Quality

#### **AMPAC Fine Chemicals Virginia, LLC 2016 – 2017**

##### **Site Manager** August 29, 2016 – October 27, 2017

- Responsible for transferring staff and assets to US based privately held owners
- Developed and managed \$8.5M annual operating budget
- Developed staffing and capital plans to support startup plan
- Successfully restarted production on schedule while achieving quality and cycle time targets

#### **UniTao Pharmaceuticals, LLC 2014 – 2016**

##### **Site Manager** June 22, 2014 – August 29, 2016

- Responsible for multi-plant active pharmaceutical ingredient (API) manufacturing facility (\$450M assets)
- Leader of site start-up team for privately owned Chinese business
- Successfully reduced annual operating budget by \$4M
- Led strategic business evaluations, negotiations, and contract proposals with multi-national pharmaceutical and fine chemical companies
- Initiated contact, coordinated discussions and supported due diligence that ultimately resulted in the site sale

##### **Director, Supply Chain** November 1, 2014 – June 19, 2014

- Head of supply chain with responsibility for purchasing, warehousing, import/export logistics and trade compliance

#### **Boehringer Ingelheim Chemicals, Inc. 2005 – 2014**

##### **Associate Director, Integrated Program Planning** 2013 – 2014

- Program lead responsible for managing four project teams selected to transfer FDA required quality commitments to a third-party laboratory and other company locations in support of site closure
- Coordinated activities to identify, select and qualify an external laboratory to support ~130 stability studies which included transfer of 68 analytical methods and 3,500 samples
- Successfully met all project goals and milestones on schedule

##### **Associate Director, Materials Management** 2011 – 2013

- Head of supply chain management department with responsibility for customer service, master planning, production planning, central distribution, spare parts storeroom, inventory control, import/export logistics and trade compliance
- Consistently met or exceeded all department goals after 53% reduction in headcount
- Improved department critical KPIs including \$50M reduction in defective/obsolete inventory, \$2M under budget and 99.9% right the first time customer shipments

##### **Senior Manager, Business Process Excellence** 2005 – 2011

- Managed operational excellence initiatives for the site Project Management Office delivering \$24.1M in benefits
- Coordinated Lean Six Sigma training; mentored and certified 20 Black Belts & 25 Green Belts
- Led or supported large cross-functional projects resolving major quality or process performance issues
- Developed an Introduction to Lean Six Sigma course with hands-on simulation and trained 75 employees

**Honeywell (formerly AlliedSignal) 1988 – 2005**

**Lean Champion, Honeywell Nylon 2001 - 2005**

- Coordinated Lean activities across five sites in US, one in Canada and one in China
- Performed and facilitated Lean projects delivering \$M++ in Op Income and/or Cash improvements
- Led a team to improve warehouse and transportation processes resulting in annual savings of over \$250K per year

**Supply Chain Black Belt, Engineering Plastics 1998 - 2000**

- Led a Six Sigma project to reduce inventory variability, which included installation of a barcode system for receipt, storage, and consumption of raw materials
- Taught multiple waves of Six Sigma Green Belt classes, mentored, and certified Six Sigma Green Belts
- Served as “Super User” on two successful ERP project implementation teams (GEMMS & SAP)

**ISO/QS9000 Coordinator 1997 – 1998**

**Training Coordinator 1995 – 1997**

**First Line Supervisor 1994 – 1995**

**Total Quality Facilitator/Master Facilitator 1993 – 1994**

**First Line Supervisor 1988 – 1993**

**EDUCATION**

Masters of Business Administration, **Averett College**, Danville, VA

Bachelor of Arts, Business Administration, **St. Leo College**, Fort Lee, VA

Certified Lean Master, Honeywell

Certified Six Sigma Black Belt, Honeywell

**Summary:**

David was a site manager for two chemical operations and was responsible for coordinating all FDA requirements, he was head of supply chain and materials handling and has experience in ISO, OSHA and Lean Six Sigma.