



**Manufacturing, Production and Operations Plant Management.
Continuous Improvement Projects in Processes and Product Quality. Black
Belt - Six Sigma. Implementation of KPIs and Balanced Scorecard.**

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Profile.

I consider myself a world-class manufacturing industry professional, with values of integrity, responsibility, empathy, and focused on impactful results and the details that generate them. I enjoy working with others and have a business-oriented vision.

Objective.

To occupy a managerial position in the area of continuous improvement of operations in a company that requires raising its performance and profitability levels, supporting the management of all areas of the company, technical, human, and financial, directing the organization's efforts towards the same goals.

Education.

2001 - 2005. Master's in Industrial Engineering.
Autonomous University of Nuevo León.

1989 - 1994. Bachelor's in Electronic Engineering and Communications.
Autonomous University of Nuevo León.

Languages: Spanish - English. **Software:** Office.

Experience

2022 - 2023. Senior Plant Operations Manager.

Robert's Enterprises. Tijuana, B.C.



Responsibilities: In charge of daily operations within the plant, all manufacturing functions within the plant to safely execute production plans, efficiently assemble high-quality products, deliver on time and within cost targets. Development and implementation of strategies, reduction of operational costs, increase of efficiency, reduction of customer return rate, reduction of employee turnover, reduction of absenteeism, and increase in our customer delivery order percentage.

Full responsibility for the operation of 2 plants with 900 employees. Including production, quality, process engineering, production and materials control, purchasing, maintenance, shipping, HS&E. Installed production processes belong to the textile industry technology, which includes cutting of vinyl and polyester, sewing, printing, assembly, packaging, and shipping.

Results: Attained the 2022 net sales target (80 million dollars) and EBIDTA plans (11.6%) against the minimum target of 10%. We reduced injury events by 40% by the end of 2022 compared to 2021. Achieved a 180-day streak without recordable accidents, the longest in the company's history. We eliminated 10 weeks of backlog in customer orders. Decreased the >10% labor cost per unit manufactured by the end of 2022 compared to 2021. Implemented a critical project management system and internal corrective actions for continuous improvement.

2020 – 2022. Senior Plant Operations Manager.

Johanson Dielectrics - Via Systems Manufacturas. Tijuana, B.C.



Responsibilities: Coordinate manufacturing plant operations with responsibility for assigned personnel and machinery. Ensure compliance with productivity, quality, and cost standards and indicators, according to established procedures in production and finished product flow.

Ensure that licenses, permits, and certifications from regulatory agencies specific to the manufacturing plant operation are always valid according to regulation. Comply with workplace safety standards, the use of personal protective measures as required. Verify production lines throughout the process, the correct functioning of machinery, to meet the established work plan.

Results: Achieved the flawless transfer of MLCC process technology from Los Angeles, California to the Tijuana, Mexico plant according to the established plan. Reached a 10-fold reduction in monthly customer returns (complaints) per million units shipped from 2.5 to 0.25.

Attained the 2021 net sales target (25 million dollars) by increasing the company's OTD from 75% to 95%. Obtained the AS-9110-B quality system certification to comply with aerospace industry requirements. We reduced the number of plant accidents from 12 in 2020 to 3 in 2021.

2019 – 2020. Assistant Operations Director.

Grupo Collado. San Nicolás de los Garza, N.L.



Responsibilities: Full responsibility for the operation of 3 plants with 1250 employees. Daily operations control within the plant, safely fulfill production plans, efficiently assemble high-quality products, and deliver on time. Develop new customers to achieve the company's revenue growth goals.

In charge of reviewing, planning, and controlling production quality, supervising process engineering, production and materials control, purchasing, maintenance, shipping, HS&E, human resources, and finance. Contribute to the development of an annual budget and operating plan to support department programs.

Development and implementation of strategies, reduction of operational costs, increase of efficiency, reduction of customer return rate.

Results: Accomplished a return to profitability: an increase in the average monthly EBIDTA from 2019 (-2.5 million pesos) to 2020 (0.72 million pesos). Reduced in monthly operating expenses by 25% from 2019 (8.7 million pesos) to 2020 (6.4 million pesos).

Lowered the transformation cost per kilogram by 21% from 2019 (\$1.73 MXN) to 2020 (\$1.35 MXN). Labor efficiency: Lowered the monthly overtime cost by 50% from 2019 (483 thousand pesos) to 2020 (244 thousand pesos). Reduced the total inventory value of the plant by 16% from the end of 2019 (298 million pesos) to 2020 (240 million pesos).

2012 – 2019. ICE Monterrey Stamping. Holding the following positions:



2015 – 2019. Plant Manager.

Apodaca, N.L.

Responsibilities: Responsible for daily operations within the plant, safely execute production plans, efficiently assemble high-quality products, deliver on time and within cost objectives. Full responsibility for the operation in 1 plant with 300 employees.

Plant functions under responsibility include production, quality, process engineering, production and materials control, purchasing, maintenance, shipping, HS&E, human resources, and finance. Contribute to the development of an annual budget and operational plan to support department programs.

Development and implementation of strategies, reduction of operational costs, increase of efficiency, reduction of customer return rate, reduction of staff turnover and absenteeism, and increase of our % OTD to the customer.

Results: Accomplished net sales goals for 2017-2018 (50 million dollars), added value sales, scrap cost, and EBIDTA plans (7 million dollars). Implemented and executed the annual capital project investment system for plant asset improvement. Implemented the departmental expense budget system.

Decreased the accident trend from an average of 7-8 per year to an average of 1-2 per year. Achieved the prestigious Premium Supplier Award from Steelcase from 2014 to 2017 due to performance in deliveries and quality. Reduced 40% of the total inventory value of the plant (from 6 million USD to 3.6 million USD).

2012 – 2015. Production/Quality Manager.

Apodaca, N.L.

Responsibilities: Ensure production meets quality standards. Supervise product manufacturing. Responsible for all production lines running smoothly and the quality of production. Collaborate with other managers to formulate objectives, calculate costs, and prepare budgets. Organize workflow to meet specifications and delivery deadlines. Evaluate the performance of production staff. Determine the amount of necessary labor and raw material resources. Approve maintenance tasks and equipment purchases. Apply health and safety precautions.

Results: Achieved flawless transfer and launch of steelcase press lines from Grand Rapids, Michigan to Mexico. Achieved plant environmental system certification to meet ISO-14001 requirements. Strengthened and launched updated plant quality, safety, and environmental policies. Lowered quarterly complaints per million units shipped (CPM) from 2.0 to 0.5.

Other positions held at Kemet de México:

2005 – 2012. Quality Manager. San Nicolás de los Garza, N.L.

1994 – 2005. Sr. Process Engineer. San Nicolás de los Garza, N.L.

Courses and certifications.

2023. Toyota Production System. Level 5. Asemeja Consulting Agency.

2019. SAP Applications. Grupo Collado.

2012. AS-9100C Lead Auditor Certification. Gladhill Associates.

2010. AIAG Core Tools FMEA, SPC, APQP, MSA. Data Driven Certification Company.

2009. Leadership Workshop. IDESAA, Business School.

2009. Black Belt - Six Sigma Certification. Tecnológico de Monterrey.

2009. ISO/TS 16949:2002 Supplier Auditor. AIAG Training Center, Southfield Michigan.

2009. RABQSA ISO 9001:2000 Lead Auditor. AIAG Training Center, Southfield Michigan.

2006. Lean Manufacturing College. Delphi Learning Center.