

WILLIAM STEPHAN

OPERATIONS & SYSTEMS PROFESSIONAL

CONTACT

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Austin, Texas USA

PROFILE

An innovative operations professional with more than 8 successful large-scale startup/turnaround projects in the contract manufacturing arena serving the semiconductor capital equipment, automotive, aerospace and energy markets.

I believe operational excellence is created by energetic, ethical and inclusive leadership, a continuous improvement culture with a ROI emphasis, customer focus as a competitive advantage and a supported/valued workforce.

It boils down to curiosity, innovation, and integrity with the relentless pursuit of being better at everything you and the organization do/does, every day.

EDUCATION

March 2020

WEB DEVELOPMENT (FS)

University of Texas - Austin

November 2019

CS50 - COMPUTER SCIENCE

Harvard - Certificate Program

EXPERIENCE

May 2020 - Present

GENERAL MANAGER

A. R. Machining - Hutto Texas

A.R. Machining has been a manufacturing leader in the Austin metro for over 40 years. The organization is pivoting from its legacy energy markets (primarily lathe work) to the aerospace, semiconductor and defense markets (primarily milling work).

My role as GM encompasses full financial responsibility, successful execution of the pivot strategy, creation of senior level customer relationships, capital equipment and workforce improvements, direct and indirect cost reduction.

July 2017 - May 2020

OWNER/CONSULTANT

HMB Ventures - Austin Texas

Project based consulting in the manufacturing operations, systems development/deployment and graphic/photographic arts arenas.

- Top 20 Austin restaurant/speakeasy COVID-19 emergency assistance. Project included applying for and utilizing local, state and federal disaster relief funding for employee retention and operational expenses. Negotiated 6 months skip with equipment leasing organizations and temporary reduction in building lease payments. Implemented to-go order strategies and created relationships with leading delivery providers. Organization is cash neutral at mandated 75% capacity and positioned well for future 100% operation.
- Manufacturing turnaround – Machining operation with cash-flow constraints, significant debt, tax liens, dwindling sales/customers and workforce issues. In less than 12 months we restructured debt, negotiated tax lien reduction and repayment plan, implemented an auditable estimation and costing system, finalized a \$3M production contact (robotics industry), retooled portions of the workforce and set a pace for a 10X increase over prior year's annual revenue.
- SIMCost - machining cost estimation tool, Miscellaneous website builds and modifications.

EXPERTISE

III PROFESSIONAL SKILLS

Operations leadership

Supply chain management

Negotiation (supplier/customer)

Analytics & digital automation

Mechanical design (Inventor)

Cost Management/Accounting

Machine parts estimation

III PERSONAL SKILLS

- Photography

- Software development

- Graphic design

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ABOUT

I am a California native who moved to Austin Texas in the early 1990's to chase a career and raise a family. I have two sons on the opposite ends of the occupational spectrum; my eldest is a senior software engineer and his younger brother was the NY Yankees 2017 third round pick (currently with AA Trenton).

I'm a semi-professional photographer and according to Topps trading cards I'm the only father whose photographs have been used for his son's baseball cards. I love saltwater fishing and I am an avid reader/listener (averaging roughly a book/audiobook per week).

EXPERIENCE (CONTINUED)

November 2006 - July 2017

GENERAL MANAGER (DIVISIONAL)

CoorsTek - Houston Texas & London Ontario

Houston Texas

A greenfield startup without a formal business plan. The COO tasked me with creating a presence for CoorsTek in the Houston energy triangle – my entire directive was: "Go to Houston, buy a building and start a manufacturing business." A blank canvas; no facility, no employees, no equipment and no customers. .

Profitable in the first full year (2009). We developed a niche market relative to oil/gas exploration through concurrent engineering in product/process design. We created a manufacturing supply chain that neared 100 inventory turns, generated more than \$4M in working capital via favorable customer/supplier payment terms while exceeded \$35M in revenue with less than 40 employees. The white-paper authored outlining this creative business model was honored as best of the year at the annual conference.

London Ontario

CoorsTek acquired AMTI London Ontario, a provider of large mechanical and welded sub-assemblies for the locomotive and automotive industry. This role was added on top of my Houston GM position and expressly a turnaround project with the intent selling the division on completion.

The AMTI acquisition struggled to maintain market share and lost roughly 80% of their pre- acquisition annual revenue in the first 3 years of operations as a CoorsTek division. The turnaround project required significant rebuilding: management re-engagement/replacement, culture change, lean methodologies and technology improvements.

In 12 months, we assembled a team that achieved all the objectives; stabilized customer relationships and reversed the declining revenue trend. The facility was sold 14 months after project inception showing massive improvement and solid financials with month over month revenue and margin growth.

November 2000 - July 2006

GENERAL MANAGER (DIVISIONAL)

Sanmina/CoorsTek - Austin Texas, Newark California & Livermore California

Directed operations for 3 large metals manufacturing and assembly sites (clean room mega-modules) with roughly \$75M in annual P&L responsibility. Hired to manage the startup of CoorsTek's Austin facility (acquired by Sanmina in 2003) and tasked to roll the mergers of Precision Technologies and Edward Enterprises into a single business unit. Over the next six years this group transformed into a best in class operation recording up to \$9M in monthly revenue.

The two California facilities (Newark & Livermore) were added to my group as turnaround projects. Once stabilized, I was tasked with ongoing operations and commuted to Northern California from Austin weekly for nearly 4 years.