

TROY ROWELL, LSSC

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SUMMARY

Galvanizing, solutions-oriented LEAN Operational Excellence & Project Management professional with over 18 years of experience transforming organizations through rapid growth, automation & creating sustainability within manufacturing & project execution areas. Owner/creator of production roadmaps, KPI/OKR tracking & development, constraint mitigation and synchronizing milestones. Dynamic team builder who defines scalable approaches to execute production plans which enable growth. Have served as single point of contact for timeline tracking, ramp scheduling and specialty projects, working with operations, supply chain, sales, finance, engineering, quality, R&D and production to drive year over year optimization & revenue.

SKILLS & COMPETENCIES

- Consultancy / SLA / Value Proposition
- IoT / Digital Services / Data Aggregation
- Value Stream System Mapping / MBSE
- RCA / FMECA / CAPA / PDCA
- P&L / Cost & Budget Management / S&OP
- Simulation/Material Performance Testing
- Life Cycle / Project Management
- Engineering Concepts
- KPI / OKR Development & Adherence
- Staff Development/Mentorship/Team Building

PROFESSIONAL EXPERIENCE

Vanderlande Industries / TOYOTA Industries (TICO) – Atlanta, GA

Sr. Manager / Director, Operational Excellence (OPEX), N.A.

2022 to April 2023

Reporting to Executive VP of Engineering Solutions & Executive VP of Services as matter expert of Continuous Improvement for newly created team. Primary responsibilities are to foster sustainable change through creation and embedding of LEAN methodologies & supporting framework to deliver business transformation.

- Promoted within organization to newly created role for N.A. business unit after one year of employment
- Led and facilitated LEAN/process improvement workshops to drive ideas and solutions
- Worked with executives to build a Continuous Improvement (CI) environment by developing and implementing Best in Class CI strategies – **Lead 4 Value Stream & 7 Kaizen workshops**
- **OpEx/PMO partnership - Worked with Delta, LAX, ATL, MCO & MCI Operational Executive leaders to deliver upon commitments - \$140M secured, \$220M total potential revenue**
- **Managed 19 CI projects – goal to obtain \$70M+ in revenue opportunities**
- **Partnered with Microsoft Technology Team to improve end-to-end data platform architecture utilizing Viva, Azure IoT & OpenAI frameworks for logging, processing & reporting asset performance analytics**
- Coached 8 colleagues to support the delivery of better facilitation, value & efficiency through identifying and simplifying complexities within business processes and foster better ways of working
- **Reduced Sales Engineering RFQ process by 33%, expanding annual revenue capacity from ~\$90M to ~\$140M**
- Steered process change and cross-functional alignment by conducting staff interviews, using document analysis, heading workshops, site visits and workflow analysis

Manager, Asset Management & Reliability Engineering, N.A.

2021 to 2022

Reporting to Executive Director of Services, competence owner of asset and reliability engineering for North American service organization. Key responsibilities are to collaborate globally to leverage analysis into growth strategies & innovative value-added solutions to customers centered around Life Cycle Services through consultancy practices.

Key Accounts: NIKE, VF, Amazon, Walmart Canada, Sherwin-Williams, GAP

- Developed first N.A. PdM pilot (create business case & proof of value) with Walmart DC, Canada
- Built Asset and Reliability team comprising of Process, Reliability and Data Analytic Engineers
- **Worked with Maximo administrators, Process Engineer and maintenance team to improve On-Time work order completion performance from 76% to 92% within 10 weeks**
- Competence expert driving support & creation of maintenance plans, system/asset care & reliability, system availability model-based engineering/performance analytics (Data to Digital/SCADA), Service Sales, RMR, IT and Transition teams
- Created risk assessments, work plans, change readiness & cost benefit analysis of service solution propositions

- Provided internal and external consultancy for value added scheduled maintenance of asset base to customer utilizing predictive tools, asset health condition assessments, FMECA and performance driven analytics
- Aligned engineering requirement strategies with critical groups - Mechanical, Electrical, IT/OT, Software
- Interfaced with Quality Assurance and Research & Development teams to enhance asset performance and/or design changes to improve overall asset and system availability

A1 / CMP Corporation / Carrier – Atlanta, GA

General Plant Manager

2020 to 2021

*Reported to VP of Business Operations, responsible for day-to-day reman operations of **Carrier, Copeland & Bitzer** refrigeration compressors, facility management, logistics, supply chain QA & Engineering. 6 direct, 140 indirect reports, 220 total SKUs, \$8.5M plant budget.*

- Led relocation and reorganization of \$10M in inventory - 1400+ assets in 60 days
- Guide stakeholders and vendors to integrate & optimize warehouse ERP system for barcode scanning to accommodate vendor tracking/orders, inventory, RMA's, shipping & receiving and asset management
- Spearhead initiative to attain OSHA compliance in facility
- Launch and execute production plants' "Atlanta Gets LEAN" 3-day boot camp in partnership with Georgia Manufacturing Partnership (GaMEP) at Georgia Tech to introduce LEAN principles to plant leadership
- Mobilize production team member attendance from ~21% staff missing daily, to ~94% staff present daily by utilizing PIP's, attendance-driven incentives, 1-on-1 meetings, feedback forum & training
- **Leveraged automation to grow daily production deliverable by 31% - Lead 4 Value Stream & 4 kaizen**
- Increased same-day shipment metric **from 86% to 99% in 120 days**

Emerson Electric - Cargo Solutions – Kennesaw, GA

Sr. Operations Manager

2018 to 2020

Reporting to VP of Global Operations, responsible for managing all aspects of operations at Idaho distribution center and co-managing a FL-based office; 120 member staff, 33 SKUs with \$10M business unit budget.

- Increase output by 43% in 5 months utilizing Fishbone diagrams, Spaghetti charts and value stream mapping, developed 2nd U-Cell production line – **Lead total of 4 Value Stream & 10 kaizen workshops**
- Implemented visual mgmt., SQDC, GEMBA and Kaizen teaching LEAN concepts
- Standardize warehouse operations at Florida and Idaho DC sites resulting in improved operating procedures, increased efficiency, head count and unified training and on-boarding
- Collaborate with Supply Chain management to develop Kanban Pull System (ROP & MOQ) and implement in Atlanta, Florida and Idaho DC's
- Source local/regional vendors to **reduce supplier cost by 33%**, saving ~\$150K annually & decreased lead time to nearly 50% in ~ 23 weeks
- Create SQDC to develop quality KPI's, **increased FPY from 23% to 73%**
- Liaise with corporate and global logistics teams to create and roll out Import/Export Compliance & Regulation training – increased on-time logistics exports from 63% to 94% reducing absorbed logistics cost ~\$45k over 5 quarters between 2 distribution sites
- Led creation of 2 organizational roles to expand better workflow efficiency and issue-resolve capacity
- Received "**Safety First**" recognition from organization - Spearheaded plan & implementation of work area Fire/Smoke alarm system for increased employee safety

ArcelorMittal Global Research & Development Group – E. Chicago, IN

Sr. Operations Analyst / Lead Quality Deputy

2010 to 2017

Dotted-line to Director on NAFTA, Automotive-Lead Operations Analyst for innovative automotive, pipeline and plate products. Member of leadership team to teach LEAN principles. Recognized by organization as Expert Fracture Analyst and provided mechanical testing element analysis solutions for customers & internal processing departments.

- Worked with OEM to define, test, monitor and review statistical test data for product development and assure compliance to quality guidelines and requirements
- Exercise various metallographic methods to determine material mechanical behaviors/trends; Identify specific microstructure characterizations that aid in solving application-fail issues, lead to process improvement and new product development.

- Worked with Product, Mechanical and Chemical Engineers, mill operations and lab scientist on product design, principles, test procedures, and repeatable feasibility – GD&T throughout process
- As Quality Deputy, prepared APQP, CAPA, PFMEA documents (internal and customer/vendor), tracked status, made updates and escalations
- Executed performance testing, inspection & documentation. Non-conformance investigations/audits, initiate, create & support procedures-work instructions/SOP's & product development
- Implement TPM/MRO program to manage planned maintenance program while minimizing disruptive maintenance, resulting in decreased downtime from 13h to 9.7h/wk
- **Improved avg. deliverable rate from 8 days to 4 days; 50% on-time increase~\$280K budget savings,** Fishbone chart study to promote & improve quality, efficiency, safety, and improved FPY %
- Generate data reports and report out weekly regarding operational updates, participate in annual internal/external audits, monthly material storage inspections, maintain maintenance records

United States Steel Corporation, Gary, IN
Team Lead/Sr. Operations Technician

2005 to 2009

- Oversee team of 15, responsible for delegating & carrying out specific day-to-day tasks to enhance and optimize production operations and worked with management and maintenance personnel to achieve Overall Equipment Effectiveness.
- Increase system availability and decrease conveyor system downtime from 3.2 hours/day to 5.6 hours/week, increased profit margin +\$2.7M in first year of operation change.
- Daily assessed cleanliness and equipment readiness-reported failures and safety compliance issues to immediate supervisor for correction.

Published Web Article:

<https://www.businesswire.com/news/home/20230606005158/en/>

I was Lead and primary Point of Contact working with VF Executive Operations leadership to create the following for this project:

- Installed Asset Base
- Uptime System Availability Model
- System Maintenance Plan
- EAM Training utilizing DOS Maximo
- Spare Parts Package arrangement & Storage allocation on-site

EDUCATION

In Progress - BS, Industrial & Systems Engineering; Minor in Quality Principles

Kennesaw State University – Enrolled; Credit hours completed: **99**; Credit hours for Degree: **127**

PROFESSIONAL DEVELOPMENT / TRAINING

- IBM IoT Academy – MAXIMO 7.6 Workforce / Workflow & Asset Management Certified; December 2019
- PMP Formal Internal Company Training - Emerson University, June 2019
- SysML & Agile Platform Building – Emerson University, May 2018 – August 2019
- LEAN Six Sigma BB Training: Emerson University, Spring 2018
- LEAN Six Sigma BB Training: Villanova University, Fall 2017 – Spring 2018
- Villanova University - LEAN Six Sigma Certified Professional: May 2016
- ISO 128; 5459, 9001 and 17025; Toyota, Honda and Ford ISO 14001 and 16949, PAS-55, ISO 55001