

Robert Farias

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PROFESSIONAL SUMMARY

Versatile and accomplished Operations executive with over 20 years of experience driving strategic initiatives and growth through a tireless can-do approach, while cultivating expanding and evolving customer relationships. Team-centric approach and ability to respond to a fast paced, “think outside the box” environment has yielded installation of 9 new product lines, workforce expansion by 8x, and 700% bottom-line growth during my tenure.

- **Create** - a Culture of Success - With Founders’ vision at the forefront, the executive team has rolled out innovative and sound strategies which have led to continuous growth, customer loyalty, and workforce retention.
- **Collaborate** - My approach to facilitating growth involves developing cross-functional teams to meet short suspense opportunities as well as tackling increased customer requests for new product lines.
- **Orchestrate** - all aspects of Procurement, Technical Services and Production to exceed customer demands. Workforce has tripled during my tenure.
- **Connect and include**— effective in communicating at all levels – from the manufacturing floor to the board room.
- **Initiate** – policies and procedures, organizational and production fail safes, and robust safety and quality assurance programs which have resulted in customer satisfaction of 99.97%, while reducing OSHA reportable injuries by 11%.
- **Resourceful** – sourcing new equipment for development of additional production lines, promoting/hiring/organizing teams and necessary management to support continuous growth over 2 decades – 2001 = \$2.5M in sales, 2020 = \$174M in sales, 2021 projected \$200M in sales.

**Lean/Six Sigma
PCQI Certified
BRC Certified (similar to SQF Level III)
Material Handling “Train the Trainer”
Forklift and Pallet Jack Certified**

**HACCP Certified
Seasoft Inventory Control Systems
MSC & ASC Certified (Sustainability)
Microsoft Office Suite
OSHA**

WORK HISTORY

**Vice President of Manufacturing
Beneficial Blends, LLC
August 2021 to Present**

Responsible for overseeing the day-to-day operations of multiple departments including operations, regulatory, quality, R&D, and Supply Chain. I’m responsible for planning and implementing policies and procedures for continuous improvement, growth, and future projects.

- Currently overseeing the day-to-day operations of manufacturing within the facility. *Departments include four food production lines, two repack lines and a cosmetic line.*
- Serve as key member of the facility leadership team in developing the company’s strategic direction, establishing priorities, policies, and procedures. *Working with leadership team to improve company culture, planning procedures, inventory control and SKU rationalization. Currently working with the team to launch two new divisions for Q1 and Q2 of 2022. Responsibilities include sourcing of equipment (\$275K and \$875K), line layouts, staffing, establishing time line for launch and implementation. Key member in facilitating the movement of the company in Q4 of 2021 from a 35,000 sq. ft. facility to a 70,000 sq. ft. facility.*

- Continuously reviewing and optimizing all manufacturing processes to ensure the highest levels of operating efficiency. *Increased efficiencies from 15-30% in departments through improvements to scheduling, team communications, scheduling and improvement/adherence to SOP's.*
- Improve staffing and performance within each department through hiring, training, reviewing, firing, and scheduling. *Reduced overhead costs by \$220K annually through restructuring of production teams. Improved company culture at the floor level by promoting a positive "can do" culture of accountability, sense of urgency, effective communication and teamwork.*
- Implemented and improved on safety related standards and practices. *Reduced accident/incidents by 40% from Q3 to Q4 of 2021 through improvements to organization, sanitation and employee practices.*

Vice President, Operations
Raw Seafoods, Inc.
2012 to July 2021

Direct oversight for Production (10 departments), Quality Assurance, Logistics, Procurement, Sanitation, and Maintenance. With 5 direct reports who passionately oversee 230 employees, I am partnering with management and owners, employing proven methodologies which build value by driving long-term, sustainable growth. Flexibility of thought and willingness to engage in a wide range of issues at all levels has proven vital to Raw Seafoods' historical growth.

- Created a "ready to mobilize" mindset as we continue to transform Customer relationships, creatively meeting expanded needs for new items and product lines. **2014** - *launched a RTE program for major grocery chain representing \$2.5M in annual sales and through developing a food safety plan consistent with high-risk category, renovating plant to accommodate segregation of high-risk products (\$750K), sourcing equipment to support program (\$350K), developing process flow, and GMP training of staff. In 2020, this category represented \$24M in annual sales across 29 SKU's.*
- Maintain regulatory compliance, food safety programs, plant safety, and coordinating production teams to maintain quality standards. *Since 2002 FDA Audited every 2-4 years, MA Dept. of Health audited bi-annually, USDC Grade "A", audited quarterly since 2008, USDA inspected daily since 2005, BRC (British Retail Consortium) certified (GFSI 3rd party audit which looks at our whole food safety program – a "must have" for Raw Seafood's customer base). Have maintained "A" or higher rating for 13 straight years.*
- Utilize Lean/Six Sigma approach to eliminate waste and increase efficiencies. *Reduced costs of packaging materials and labor for fresh scallop program through improved item set up, which allowed for better forecasting through predictability of customer order cycles. This resulted in less rework and tremendous cost savings - \$118K packaging and \$78K labor.*
- Through brainstorming initiatives with the executive team, developed new value-added food categories and recruited "A" players to fill key roles in. *These strategies resulted in bottom line growth of 21% (2017-18), 27% (2018-19) and 45% (2019-2020).*
- Coordinate move to new facility and created an "audit ready" culture, *resulting in increased capacity from 3.8M lbs of finished goods sold in 2005 (\$37M in sales) to over 9M lbs of finished goods sold in 2009 (\$72M in sales).*
- Developed an organizational structure which included team leaders within departments to accommodate growth. *Added 2nd shift (2017) to effectively double production capacity for commodity frozen fin fish department. This allowed an increase from 3M lbs annually with an average cost of \$.058/lb to 4.4M lbs in 2020 with average cost of \$0.46/lb.*
- Installed Direct Store Delivery (DSD) model on a 6 day per week frequency, creating 42 new jobs and bolstering bottom line by 34%. **2018** *Launched Direct Store Delivery (DSD) program for 42 Whole Foods and 6 Wegmans grocery stores in the Northeast region, generating \$26M in sales. Design plant expansion of 24,000 sq. ft. to accommodate the program. Identify and source necessary equipment, including 11 non CDL trucks. Recruited mid-level management and skilled labor (non CDL delivery drivers, fish cutters, inventory control specialists). Define and train staff in process flow and GMPs. In just 2 years, this category represented \$60M in annual sales.*
- Develop and maintain KPIs for capacity, product yield, line efficiencies, labor allocations, on time delivery, and nonconformities. *Increased overall company GP by 4.5% from 2017-2020 despite DSD setup for a lower than company average GP.*
- Define and prioritize key strategic objectives in coordination with all organizational facets, providing decision support through high quality business forecasting, operations, and analytics processes. This collaboration and loyalty to vision

and strategy has yielded *over 450% increase in annual sales (2005-2020) and increased gross profit of 4.5% from 2019-2020.*

- Mentoring and promoting from within has enhanced employee loyalty from all levels, making Raw Seafoods a sought-after workplace.

Plant Manager

Raw Seafoods, Inc.

2002 – 2012

Joined Raw Seafoods when there were 8 employees and sales were at \$2.5 million. By 2012, we had grown our staff to well over 100 employees, with annual revenues of approx. \$65M. During this decade, I collaborated with our small executive team and Founders to formulate and activate a strategic plan to handle growth through unrelenting customer satisfaction. One of my key contributions involved developing organizational procedures and structure to support that growth.

- Develop SOPs and GMPs for various production lines while ensuring scheduling achieved on time delivery with no exceptions.
- Perceptive in identifying needs and resources necessary to expand capacity of existing SKUs and development of new product lines. **2005** – *launched a value-added USDA product category for major grocery chains generating just under \$1M in annual sales by developing a food safety plan consistent with USDA requirements, renovating to comply with a leased facility, sourcing necessary equipment, structuring department, developing process flow and GMP training of staff. In 2020 this category represented \$22M in annual sales.*
- In 2006, coordinated move to new facility (*10x increase in SF*), developing and installing a new organizational structure and team leaders within departments.
- Instituted Lean principles and train staff to increase plant efficiency.
- Established a leadership role and collaborative interface by direct day to day collaboration between operational departments.

EDUCATION/CERTIFICATIONS

Associates Degree, Business, Bristol Community College