

JUAN MICHELENA

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International/Domestic

Operations / Processes

Strategic Planning/Change Management

## **SUMMARY OF QUALIFICATIONS**

A seasoned international/domestic, industry agnostic, senior executive with over 25 years' experience as a catalyst of change responsible for directing, planning, implementing policies, processes and objectives, purchasing, production, inventory control, costing, lean processes, human resources, manufacturing design and layout of up to \$400 MM US organizations. Managed both explosive growth and radical downsizing. Planned procedures, established responsibilities, and coordinated functions among departments and sites. Analyzed operations to evaluate performance of company and staff and to determine areas of cost reduction and maximize efficiencies. Reviewed financial statements and sales activity reports to ensure that objectives were achieved. Directed and coordinated organization's financial and budget activities to fund operations. Directed and coordinated the activities of production, pricing, costing, sales, ERP implementation and distribution of products. M.B.A. / M.S.I.E., University of Miami. Multi-cultural and equally fluent in English and Spanish. Able to get big results from limited resources. Hands on!

## **SELECTED ACHIEVEMENTS AND RESPONSIBILITIES**

- With new management team, turned around near bankrupt \$50MM manufacturer, leading to profitable sale by Private Equity owner.
- Turned around \$6MM loss to \$8MM EBITDA profit by focusing on costs, costing structure, staffing, efficiency, production planning, product offerings and full ERP implementation. Had to stay ahead of double-digit sales growth by adding capacity with significant constraints (\$/space)
- Led sales team to back-to-back record years (2019/2020) in shrinking market, adding \$60MM to topline by understanding needs of largest national distributor.
- Worked with vendors to preserve flow of raw materials during lender restructuring.
- Eliminated \$2MM backorder problem by correcting Oracle MRP settings to improve planning
- Achieved 500% gain in productivity over a single shift with improved scheduling, motion studies and equipment maintenance.
- Led transition from manufacturing to turn-key finished goods supply from 3rd parties to enable company to sustain 100% annual growth rate
- Led organization through Section 9 loan foreclosure + restructuring for equity owner group

- Reduced Workers Comp insurance costs by lowering safety mod from 1.42 to 0.76 by identifying problem areas, implementing DuPont style STOP program and raising awareness
- Participated in board level strategic committee which led to transition from manufacturing to land development as core business. After review of core competencies and competitive environment, an \$80MM shopping mall was built with a plan for subsequent development of the previous manufacturing facility.
- Managed multi-currency finances under inflation, devaluation, exchange controls.
- Changed dedication-driven staff to results-driven staff by using KPI's and strict accountability.
- Participated in formation of Joint Venture requiring analysis of strategic fit and company valuation resulting in \$14MM in new partnership funding.
- Developed new product lines for fiber manufacturer. Identified need among existing customer base and discovered new customers as well. Added \$15MM in sales and improved manufacturing efficiency and profitability.
- Led newly elected school board, parent groups, and staff in turn-around of private school. Restructured accounting, negotiated departure of existing administrator, hired replacement, created marketing program. Increased paid enrolment by 30%, reversed \$1MM deficit to \$1MM surplus over 3 years (with \$2MM budget) and made capital improvements.

## Professional Experience

**BlueTeam**, Chief Operating Officer

February 2021 – Current

(Restoration, Reconstruction, Roofing)

- Not a good fit, Resigned 3/1/22 and will transition out by April 1<sup>st</sup>

**DOSAL TOBACCO**, Chief Operating Officer

(Cigarette Manufacturer and Distributor, ISO certified, GMPs, FDA)

November 2015 – January 2021

- Recruited for newly created position as part of succession planning of the CEO
- Optimized DSD delivery routing, reducing miles and headcount, improving safety
- Implemented MRP for raw materials purchasing in SAP reducing inventory value by 15% and freeing up warehouse space
- Reduced manufacturing waste by 20%, and cut energy usage by 12%

- Reduced safety mod from 1.42 to 0.76 by identifying problem areas and raising awareness, dramatically cutting cost of insurance
- Directed closure of money-losing distribution centers, moving business to national and regional distributors, trimming \$1M/yr of recurring losses from budget
- Back-to-back record years (2019/2020) after taking responsibility for Sales in 2018, driving “be easier to do business with” mentality and understanding national distributor needs
- Brought IT in-house, speeding up development and dramatically reducing costs (SAP)
- Developed and executed SAP customer portal for ordering, reducing by +80% the re-keying of fax/email orders and cutting customer service staff by 2/3

#### **THE SUPPLY SOURCE/SEVEN BRIDGES SUPPLY (PRIVATE EQUITY OWNED)**

President/COO (1yr assignment, Jacksonville FL)

(Distribution to Retail Chains/ Manufacturing plus Flexo Print shop) August 2014-Oct. 2015

- Stepped in to replace president that had walked off job in advance of a \$12MM sales slide
- Reduced headcount by 60%, closed one facility and relocated another
- Replaced key staff and made dramatic improvements in level of service
- Consolidated two ERP systems to a single platform, and restructured accounting/reporting
- Implemented sales compensation plan to drive new sales by reducing Commissions over time
- Led company through Section 9 loan foreclosure + restructuring for equity owner group
- Recruited a sales/marketing focused President/GM for my replacement

#### **ATLAS PAPER MILLS, MIAMI, FL (PRIVATE EQUITY OWNED)**

Dir. Supply Chain 2008, VP Operations 2009-2014 (Recycled Paper Manufacturer)

- Part of management team that took company from -\$6mm to +\$8mm EBITDA in 3 years
- Reduced manufacturing headcount by 20%, increased output per head by 35%
- Worked with vendors to preserve flow of raw materials during lender restructuring.
- Improved quality/consistency, reduced waste by 30%, Developed process controls and KPI's
- Automated production and raw material usage reporting into ERP system

- Implemented Bill of Materials, Bin Management, MRP, and Production Planning process
- Developed detailed costing model and drove implementation of standard costing system
- Worked with sales team to reduce SKU's from 250 to 50, improving production efficiency
- Managed 200,000 Sq. Ft Distribution Facility w/15 to 20 Trailers/day volume
- Streamlined manufacturing scheduling by combining similar items based on demand
- Managed extreme cash constraints by maximizing utilization of inventory in downturn
- Implemented DuPont STOP safety program, cutting accident rate 10x in 1st year
- Business successfully sold in 2013 to investment group after turn around

**PURE SOURCE, MIAMI, FL**

VP Operations (Supplement/Cosmetic Manufacturer) July 2006 – May 2008

- Brought control to warehouse by correcting implementation of MAS software package and implementing controls, taking inventory accuracy from 86% to 99.6%
- Transferred “tribal knowledge” into “system knowledge” reducing dependency on individuals
- Analyzed and corrected manufacturing costing structure to more accurately reflect true cost
- Costing accuracy led to pricing adjustments and improved overall margins
- Position eliminated when cGMP compliance project was cancelled in industry downturn

**GARDEN OF LIFE, WEST PALM BEACH, FL**

Sr. Director Supply Chain (Nutritional Supplement Manufacturer) July 2004 – July 2006

- Eliminated \$2M in backorders by correcting Oracle MRP settings for improved planning
- Reduced outbound UPS freight costs by over \$1M/yr with box redesign and service changes
- Tripled output of manufacturing facility over a single shift with half of the staff (500% gain)
- Reduced inventory by 50% and improved service levels through turnkey transition
- Managed fulfillment warehouse, streamlined pick/pack and cut shipping costs by \$25k/week
- Led transition from manufacturing to turn-key finished goods supply to achieve goal of 100% annual growth (leading to my redundancy)

- After completing transition, was hired by one of the vendors (Pure Source)

#### **LATCOM.NET, MIAMI, FL**

Vice President Operations (Voice Over IP Telecom) 1999 – 2001

- Co-founded innovative telecommunications company offering voice over IP in Latin America
- Developed funding for the project and deployed the infrastructure to support the service
- Managed billing database with over 100,000 customers and 1,000 daily transactions.
- Primary role in negotiating successful sale of company

#### **MANTEX, CARACAS VENEZUELA**

Various Titles (PET Resin and Synthetic Fiber Manufacturer) 1985 – 1999

- Responsible for purchase of 14,000 MRO items to maintain manufacturing equipment, controlling costs and minimizing machine downtime, reduced overall \$ inventory by 30%
- Selected to manage start-up operation in manufacturing sector. P&L accountable for joint venture with US firm resulting from successful product development initiative
- Designed manufacturing layout, chose equipment, established quality procedures, inventory control, trained and developed employees, developed cost accounting procedures, implemented ERP software and hardware infrastructure
- Educated and trained Quality Control department in Statistical Process Control

#### **EDUCATION**

M.B.A., Concentration in Management	University of Miami (2003)
M.S., Industrial Engineering	University of Miami (2004)
B.S., Textile Engineering	Georgia Institute of Technology (1985)

Trustee, Georgia Tech Alumni Association 2018 - 2021

Fluent in English and Spanish