

Bruce A. Smythe

[LinkedIn](#) | XXX • XXX • XXX | Email address | Knoxville, TN

President / CEO / COO – Manufacturing Revitalization & Turnarounds

Innovating and transforming companies into market leaders

Vision and Strategy Formulation ~ Lean/JIT/Demand Flow Technology ~ Custom Engineering Design
Continuous Improvement ~ New Product Innovation & Introduction Process ~ Quality Systems
Supply Chain Strategy ~ Cost, Margin & Pricing Optimization ~ Leadership Development & Culture

Pioneering Turnaround Executive optimizing holistic, integrated change across all areas of operations. Led teams to deliver phenomenal profits, sustainable business growth, and rapid launch of industry-leading new products, services and sales. Directed up to \$200MM P&L and up to 950 associates for underperforming, distressed and in-crisis Fortune 500 corporations and private companies with sales from \$140MM to \$200MM.

Business Transformations & Turnarounds for Market Segment and Sales Growth

Innovated and executed Lean/JIT/Demand Flow Technology applications for 5-10x improvements in manufacturing processes, methods and practices:

A fearless change agent fuel-injected with enthusiasm, I envision and execute game-changing turnarounds FAST, get returns NOW and bullet-proof companies against the economic tsunami forces driving today's highly volatile global marketplace. It is my responsibility to save companies, make them healthy, ignite strong leadership across all levels and enable good people to have a secure future.

Imagepoint – Losing sales and market share, company desperately needed income. Tripled sales of newly established market segment to \$25MM. Increased McDonald's sales 50% to \$20MM. Revitalized and grew untapped maintenance market segment 71%, and won \$20MM 3-year maintenance contract with 7-Eleven. Despite dramatic decline in OEM dealership products, total auto sales increased 10%.

Hill PHOENIX – Sales and market share were stagnant, products and manufacturing costs excessive, margins declining and operations inefficient. Increased RSD division sales 50%, from \$110MM to \$160MM, with 200% exponential EBIT growth,

from \$10MM to \$30MM, in a flat growth industry.

York International – Company was failing with 57% market share loss to Nordyne. Launched innovative new products and transformed entire 500,000 sq.ft. manufacturing facility with mixed-model Lean-DFT process. Increased customer response 500%, capacity 55%, safety 75%, and reduced inventory 50%.

Nordyne – Amazing Manufactured Housing market share increase from 30% to 70% against #1 competitor York, and achieved 10x operational performance via revolutionary new products and Lean/DFT process. Two years later, grew market share for York from 30% to 50% by reinventing same process.

World-Class Manufacturing Transformation and Leadership

President

2009 to Present

PBS MANAGEMENT LLC., Knoxville, TN

Launched entrepreneurial firm to acquire and manage companies and new franchises. Aligned with investment banking firm, Bluegrass Capital, to conduct business evaluations and provide financing. Captured 15% EBIT and sale profit with purchase, start-up, operation and sale of new high-growth industry-leading franchise.

President and Chief Operating Officer

2006 to 2009

IMAGEPOINT, INC., Knoxville, TN

\$155MM signage/brand-identity company, largest in U.S, providing custom design, manufacture and installation in all market verticals for most Fortune 500 companies, including McDonalds, Fedex, Ford, Chase, Home Depot. Directed \$155MM P&L, 750 associates, multi-plant operations.

- Tripled sales to \$25MM in re-established market segment by identifying new high-growth strategies and generating innovative new products, services and quick, customer-friendly installation.
- Doubled McDonalds sales to \$20MM via new sales initiatives, realignment and McDonalds' "Flawless Execution Process".

IMAGEPOINT, continued

- Increased total auto sales 10% and contribution margin 42%, offsetting \$10MM OEM drop due to auto industry bankruptcy issues.
- Revitalized and grew maintenance market segment 71% and won \$20MM 3-year maintenance contract with 7-Eleven.
- Boosted sales \$10MM in one year establishing strategic alliance with major international signage/brand identity partner.
- Slashed manufacturing and materials expense \$2.5MM. Reduced inventory 44%, accounts receivable 47%.

Vice President and General Manager

2000 to 2006

HILL PHOENIX (HP), Refrigeration Systems Division (RSD), Conyers, GA

\$400MM company of \$6B parent, Dover Corporation, with \$160MM RSD division, an industry-leading supplier of custom engineered capital equipment systems.

Hired by CEO to transform and turnaround under-performing division. Directed \$160MM P&L division, 400 associates, multiple plants.

Increased sales organically from \$110MM to \$160MM – EBIT from \$10MM to \$30MM – to reverse stagnant sales and market share, excessive manufacturing costs, declining margins and inefficient operations.

- Captured 85% of Wal-Mart's business. Repeatedly named Wal-Mart's Supplier of the Year.
- Achieved exponential 200% EBIT growth on 50% sales increase through Lean-JIT manufacturing, focused factories, supply chain management, pricing and gross margin management, cycle time reduction, inventory reduction and quality systems.
- Totally eliminated industry's #1 quality issue via design, manufacturing, process and supplier improvements.
- Transformed R&D and launched intense new technology-product development initiatives to create industry-leading, market changing environmental products. Achieved dominant 55% total market share. Recognized by EPA as environmental innovation leader.

Vice President and General Manager, Wichita Operations

1998 to 2000

YORK INTERNATIONAL, Wichita, KS

HVAC business of \$1.2B UPG Division of York, a \$3.75B corporation. Directed \$200MM P&L, 950 union associates.

Turned around failing business with market share loss of 57% to market share growth from 30% to 50% against #1 competitor Nordyne. Established new executive leadership and implemented comprehensive improvements in new products, manufacturing, engineering, materials and quality.

Plant Manager and Director, Strategic Operations Planning

1995 to 1998

NORDYNE (\$300MM HVAC subsidiary of \$1.75B Nortek, Inc.), St. Louis, MO

Director, Advanced Manufacturing

1989 to 1994

LENNOX INDUSTRIES (\$750MM division of \$1.2B Lennox International), Ft. Worth, TX

Advanced Manufacturing Management

1985 to 1989

TRANE COMPANY (\$500MM HVAC division of \$5B American Standard), Tyler, TX

Education, Professional Certifications and Affiliation

Master of Engineering, Texas A&M University, College Station, TX

Bachelor of Arts, Asbury College, Wilmore, KY

CPIM, Certified in Production and Inventory Management

American Production and Inventory Control Society

Turnaround Management Association, Member