

Al Friesen

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Executive Profile

Progressive problem-solving servant leader offering more than thirty years of experience in the areas of Plant Operations, Continuous Improvement, Multiple Site Management, Project Management, Safety, Freight, Logistics, EPA, DOT, and Human Resources. Recognized for implementing sustainable improvements resulting in bottom line savings for high volume production facilities.

Career Achievements

- Directed Best Practices and Continuous Improvement efforts in twenty plants resulting in a savings of \$10 million in one year.
- Managed the activities of 135 employees, including six managers, to reduce labor costs by 9% resulting in a savings of \$400k.
- Planned production and managed inventories valued at \$20 million for a \$150 million envelope division consisting of four plants, four distribution centers while maintaining customer fill rate expectations.
- Developed Continuous Improvement Process to incorporate Six Sigma, Lean, and Team concepts and implemented across 28 envelope plants.
- Managed acquisitions and integration of numerous envelope plants.

Qualification Highlights

- Conducted site visits and communicated daily with team leads facilitating the Best Practice and Continuous Improvement initiatives.
- Managed high-ticket purchasing negotiations and developed relationships with major supplier.
- Developed restructuring and downsizing plans to adjust to long-term market conditions.
- Supervised and monitored the work activities of subordinates and staff.
- Monitored employee performance, making recommendations for skill development, additional responsibility, promotion, or dismissal.

Professional Background

Plant Manager

Colorado Timberline

Printing Plant

Mar 2018 to Aug 2018

Denver, CO

Responsible for Direct to Garment, Posters, Banners, Framed Art, and Flatbed printing lines.

- P&L responsibility for \$10M plant with 40 employees.
- Stabilized the Direct to Garment printing line, finding optimal pre-treat, oven, and iron settings.
- Improved quality gaining back past customers who had left due to quality issues.
- Oversaw successful installation of two Cannon flatbed printers.
- Implemented a purchasing process to eliminate out of stock issues.

Plant Manager

Cenveo Envelope

Envelope Plant

May 2017 to Oct 2017

St George UT

- Annual Sales of \$50 million with 120 employees working 24/5.
- Temporary assignment until sale of the plant occurred.

Full Time Care Giver

Oct 2016 to May 2017

Time off to be a Full Time Care Giver

Wichita, Ks

I left Cenveo to care for my wife and spent the last six months of her life by her side caring for her and loving on her. Learned to appreciate the present and get the most out of every day.

Corporate Process Improvement Manager

Aug 2014 to Oct 2016

Cenveo

Frisco, TX / Wichita, KS

Working with all of Cenveo Business Groups; Envelope, Printing, and Labels.

- Improved order entry, scheduling, production performance to retain a \$5 million customer for an envelope plant in the southeast.
- Discovered and implemented Monday Startup Best Practices in all 17 envelope plants increasing Monday production by 6% or 8 million units.
- Successfully on boarded a full product line of envelopes with Wal-Mart.
- Implemented a quality process for a label plant reducing the number complaints by 51 and credits by \$83k in one quarter.
- Restored daily shipments to \$300k from \$100k per day during a problematic JDE implementation at a plant..
- Developed an FSC and SFI compliance program for 15 plants to attain certification.
- Started implementation of a web based Preventative Maintenance Program for all three business groups.
- Started implementation of an envelope machine adjuster training program.

General/Plant Manager

Nov 2011 to Aug 2014

Cenveo Envelope

Dallas, TX

Plant P&L responsibility for \$34 million in sales and 135 employee plant working 24/5.

- Reduced waste by 14%
- Reduced labor costs by 9%
- Restructured plant to meet competitive pressures which included personnel and machine realignment.

VP of Manufacturing

Aug 2006 to Nov 2011

Cenveo Envelope

Minneapolis, MN

Direct line cost responsibility for five plants comprising sales of \$150 million and 375 employees.

- Reduced labor costs by 18%
- Reduced finish goods inventory levels of 25% while maintaining customer required service levels.

Director of Manufacturing

1994 to 2006

Cenveo Envelope

Denver, Co

Responsible for production efficiencies, and safety/environmental performance in 20 plants in US and 8 in Canada.

- Implemented Best Practice program that resulted in savings of \$10 million over 18 months.
- Created a Continuous Improvement program, incorporating Six Sigma, Lean and Team concepts and trained personnel in all 28 production plants.
- Responsible for a capital budget of \$25 million.
- Negotiated freight rates for all 20 US production facilities.

Safety and Environmental Manager

1988 to 1994

Cenveo Envelope

Denver, CO

Led and developed safety, ergonomic, and environmental, DOT programs for 20 envelope plants in United States, 8 plants in Canada and 30 distribution facilities in US.

- Reduced injury rates by 60%.
- Kept each plant in compliance with OSHA, EPA, and DOT regulations.

Human Resource Manager

1984 to 1988

*Cenveo Envelope**Oklahoma City, OK and Jacksonville, FL*

Managed all Human Resource Functions, including worker's compensation and safety for both sites comprising of 100+ in each plant.

- Implemented hiring procedures that reduced turnover by 30%.
- Developed attendance policy and reduced absenteeism by 50%

Education

B.A., Business

1980

Fresno Pacific University

Fresno, CA

Volunteer Work

- Sun Valley Youth Center, Denver, Colorado 2017 to Present
- Sun Valley Kitchen & Community Center, Denver, Colorado 2017 to Present

Training Courses

- Breakthrough By Design – King Chapman & Broussard
- Strategic Thinking – Decision Process International
- Basic Statistical Process Improvement Techniques for Manufacturing Processes – QualPro
- The Fundamentals of Total Quality Improvement – Boise Cascade Corporation
- A Practical Approach to Occupational Ergonomics – Auburn Engineers
- Hazardous Materials Regulations – Colorado Motor Carriers Association
- Federal Motor Carrier Safety Regulations Compliance – JJ Keller

Awards

- Outstanding Performance, Strategic Team Leader Best Practices – Cenveo
- Academic Achievement Award Honors, Social Science / Business Administration, Junior and Senior Year – Fresno Pacific University