

Roberto Flores

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CAREER SUMMARY

Results-driven Operations Executive with a strong record of driving Sales and EBITDA growth through operational excellence. Experienced in leading complex discrete manufacturing operations across Automotive, Semiconductors, and Medical sectors, including greenfield startups, turnarounds, and new product launches. Strategic thinker with a hands-on leadership style, adept in Lean-Six Sigma methodologies, team development, and long term business transformation. Holds an MBA and a Bachelors in Mechatronics Engineering. Bicultural and bilingual (English/Spanish).

PROFESSIONAL EXPERIENCE

2020 – Present API Heat Transfer Buffalo, NY Vice-president of Operations

Full P&L responsibility and manufacturing operational performance for engineering to order (ETO) pressurized units. Production group is 200 unionized associates with machining & welding as core skills. Responsible for negotiating union contracts and pricing as well as developing effective customer business relationships.

- Increase annual throughput from \$21M to \$82M in 5 years.
- Improve business unit's EBITDA from breakeven to +20.0% on sales of + \$82M/yr.
- Reduced operational cost by 10%, year over year by using Toyota Production System
- Led New Product Introduction (NPI) program, adding Data Centers & Oil containers

2017 -- 2020 Techniplas Automotive Ankeny, IA Nyloncraft Vice-President

2015 -- 2017 Techniplas Automotive South Bend, IN PSI - General Manager

2013 -- 2015 Techniplas Consumer Products El Paso, TX Poly group - Plant Manager

Reporting directly to the CEO with full P&L & Sales responsibility for over \$120M./Yr. Multi-plant business, T-2 automotive supplier and light assembly. Duties include formulating policies, managing daily operations and planning the use of materials and human resources. Direct group's financial and budget activities to fund operations, maximize investments and increase efficiencies. Servicing Toyota/TWIS, Nissan/SEWS, Honda/SEWS, Subaru/NHK, Paccar, Valeo, Autoliv, Donaldson & DZ as key accounts, added non-automotive customers to sales portfolio, GE, La-z-boy, AFSI, Briggs & Lennox.

- Increase annual sales by \$9Mill by improving efficiencies and organic growth per year.
- Improve profitability from low single digit to +15% EBITDA.
- Led New Product Introduction (NPI) program, increasing production by \$36Mill/yr.
- Reduced operational cost by 10% per year, using Toyota Production System

2008 – 2013 Kyocera America Inc (KAI), San Diego CA General Production Manager IV

1995 – 2000 Kyocera Mexico (KMX), Tijuana MX Maquiladora General Manager

Full P&L responsibility and manufacturing operational performance for the Electronic Communication Devices, Production group grew up to 1000 employees with sales over \$140M per year. Responsible for negotiating contracts and pricing as well as developing effective customer business relationships.

- Improve profitability of the division from 5.0% to 17.0% on sales of + \$100M/yr.
- Led New Product Introduction (NPI) program, increasing sales by \$48M/yr.
- Reduced operational cost by 4% per year by using Toyota Production System

The Riverside Company General Manager

/2000-2008/

Managed multi-plant business with full P&L with sales responsibility for \$60 Mill/yr. Automotive T-2 supplier and aftermarket products. Led relocation of manufacturing plants and expanded maquiladora

operations operations. Ramping up production volume and NPI into manufacturing. Clients included Trico, Autoliv, Valeo, Arvin. TS16949 certified.

- **Die Casting Plants, San Antonio TX and Mexico City MX**
- **Torque Converter Re-manufacturing Plant, Mexicali MX**
 - Increased business unit's EBITDA valuation by \$3 Mill.
 - Increased throughput by 40% without disrupting quality level & customer satisfaction.
 - Reduced customers' warranty returns from 8% to 4%, saving \$2.4M/yr.

EDUCATION

MBA	Global Management & Finance	University of California, Irvine (USA)
BS	Mechatronics Engineering	Baja California State University (MX)
Certificate	Financial Accounting	Harvard Business School

PROFESSIONAL TRAINING

CEO Strategic Thinking	Competitive Marketing	Key Customers Sales Strategy
Private Equity (PE)	PE Performance Optimization	Family Ownership
Stakeholders Management	Sales Funnel Management	EBITDA Management
EBITDA Valuation	Sales Representatives Strategy	Value Accelerator Methodology
Discounted Cash Flow	Cash Management	Cash Flow Management
Stephen Covey's 7 Habits	Quality & Productivity	80/20 Value Proposition
Toyota Production System	Just In Time	Autonomation
Lean Manufacturing	5S - Visual Factory	Value Stream Mapping
TQM/SPC	TPM	SMED
Kaizen/Kaizen Blitz	Kanban Management	Coaching Your Team
BOS/QOS/MOS	Demand Flow Management	Empowerment & Delegation
Six Sigma /Black Belt	Strategic Project Management	Military/ITAR
ISO13485/FDA	AITF(TS) 16949	ISO 9000/14000
Culture Index	5 dysfunctions of a Team	Workplace Insights
Predictive Index	Analytical Thinking	Key Performance Indicators Management
Financial Modeling	Assertive Decision Making	Interpersonal & Coordination Skills
Leadership Principle Based	Communication by Simple Words	Time Management