

Personal Resume' of
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EXPERIENCE SUMMARY

Forty five years of increasing management responsibility at General Motors Corporation, Bendix (Allied-Signal) Corporation, Chrysler Motors Corporation, W. R. Grace, SEQUA Corp. and American Axle & Manufacturing. Range of experience includes: International assignments, Mergers and Acquisitions, Lean Manufacturing, Certification as a Six Sigma Black Belt, Manufacturing Engineering, Production Management, Global Supply Chain Management, Tool and Die engineering, Product Engineering, Union Negotiations, Worldwide multi-plant management including USA, France, Czech Republic, Germany, UK, Sweden, China, and most recently Poland.

AMERICAN AXLE & MANUFACTURING

Executive Director – Government Relations and Development (November 2011 to Present)

Working with Government agencies worldwide to obtain incentives, favorable import/export duties, tax credits, grants, and training funds for AAM facilities.

Managing Director – Europe (September 2009 to November 2011)

Responsible for all aspects of running AAM business in Europe including Headquarters in Świdnica, Poland, Manufacturing in Świdnica, Poland and Engineering and Technical Center in Frankfurt, Germany

Executive Director – Government Relations and Development (March 2008 to Sept 2009)

Working with Government agencies worldwide to obtain incentives, favorable import/export duties, tax credits, grants, and training funds for AAM facilities. Obtained over \$36million in unbudgeted funds for AAM in 2008 through work in Brazil and the USA.

President – Changshu AAM Automotive Driveline Manufacturing (August 2005 to March 2008)

Assigned full responsibility to start up a new WFOE in China. This included: all work with Chinese Government Bureaus to establish a business license, negotiate an LOI for Land Use Rights and Government Incentives, writing the Feasibility Study, gaining approval for Encouraged Industry Certificate, importing new and used equipment from the USA and other foreign locations. All aspects of licensing and constructing a major facility were accomplished in less than one year with the plant being fully staffed, PPAP approved, and in compliance with all Company and Chinese regulations. Received *Outstanding Citizenship Award* from the China Government 9/28/07.

SEQUA - MEGTEC DIVISION

Senior Vice President - Worldwide Manufacturing and Purchasing (September, 1997 to August, 2005)

SEQUA acquired this company from W. R. Grace. Responsible for worldwide Manufacturing sites, Platform Teams, Purchasing/Logistics, and Manufacturing Engineering. Ex-pat assignment in France started in January, 1998 for this \$200 million unit of SEQUA Corporation. Managed 5 Manufacturing locations in Europe, 1 Manufacturing facility in the USA and 1 manufacturing facility in China. Directeur General for the French Company, Member of the Board of Directors for the Swedish Company, and Geschäftsführer for the German Company. Extensive knowledge and experience in Lean, Six Sigma, Strategic Deployment, low cost manufacturing and worldwide management coordination.

W. R. GRACE - TEC SYSTEMS DIVISION

Vice President - Manufacturing and Engineering Operations (October, 1994 to September, 1997)

Responsible for all Manufacturing for this \$100 million global division of W. R. Grace. Implemented new Manufacturing and Engineering systems to reduce: costs 25 percent, product cycle time by 50 percent and inventory by 50 percent. Tasks implemented include: expansion of facility in DePere, WI; expansion of facility in Hiram OH; set up a European Manufacturing Facility in the Czech Republic and France, implemented Platform Teams in Engineering, and implemented Demand Flow Technology in Manufacturing.

CHRYSLER MOTORS CORPORATION

Manufacturing Manager - Viper (August, 1989 to October, 1994)

Responsible for all aspects of manufacturing relating to putting Chrysler's first composite bodied performance sports car, the Viper, into production. Worked with a small, hand picked group of product and manufacturing engineers to establish the first Automotive Platform Team. After the Viper project was approved, acquired the tools and equipment, hired the plant workforce, and established Viper production and quality regimens, and managed the workforce. Member of a team receiving patents for 4 wheel alignment machine, headlamp aim, 100mph roll test machine.

Launch Coordinator - Warren Stamping (August, 1987 to August, 1989)

Utilized as Plant Manager, Production Manager, M. E. Manager, Operations Manager, Facilities Manager, and Production Engineering Manager. Special assignment to improve die change time. Assembled a team to support this

CHRYSLER MOTORS CORPORATION (continued)

task and led them to reducing total plant average run to run from 6.2 hours to 2.8 hours. Participated in Automotive Industries Die Change Challenge '88 and posted the fastest manual die change time in the competition, 4 minutes 57 seconds. Received the *Chrysler Corporation Chairman's Award* for outstanding performance for this accomplishment.

M. E. Manager - Twinsburg Stamping (July, 1986 to August, 1987)

Responsible for all manufacturing engineering and skilled trades activities (1200 people). Launches during this time period included; P Body two door, J Body coupe, J Body convertible, C Body. Equipment installations included; a new shipping/receiving dock, two 180 inch Schuler Press Lines, Volvo Automation on two existing press lines, and moving M Body floor pan and door lines to Milwaukee and Kenosha, Wisconsin.

Launch Coordinator - Sterling Stamping (October, 1985 to July, 1986)

Received extensive training on Chrysler's processes. Responsible for successful launch at the stamping plants related to the N truck and P Body four door. Interfaced with all of Chrysler's top management.

DIETRICH INDUSTRIES

Director of Operations (August, 1984 to June, 1985)

Responsible for all aspects of operating the eight steel coil processing plants with a total of 850 hourly and 300 salaried employees generating \$130 million in annual sales. Responsible for improving methods and using Kaizen to increase in productivity from 355 pounds per man hour to 399 pounds per man hour. Negotiated plant union contracts with the Teamsters and Machinists Unions.

ALLIED SIGNAL CORPORATION

Director of Manufacturing – Bendix Electronic Controls Division (May, 1983 to August, 1984)

Responsible for planning, budgeting, operating and engineering for the manufacturing group at the Bendix Electronic Controls Division in Newport News, Virginia. The 700 hourly and 300 salaried employees at this division produced circuit boards, engine control modules, sensors, fuel injectors, throttle bodies and power brake boosters totaling \$90 million in sales. Responsible for moving brake booster assembly from South Bend, Indiana to Newport News. Also, negotiated the agreements with the Japanese Company (Jidosha Kiki) to establish a joint venture in Japan.

Plant Manager Fram Filter Manufacturing (April, 1980 to May, 1983)

Responsible for all aspects of operating the Fram heavy duty filter plant in Nevada, Missouri. The 200 hourly and 55 salaried employees produced 1 million filters annually generating \$20 million in sales. Negotiated the first plant contract with the UAW. Received the *Award for the Highest Cost Improvement* in 1982 (\$1,350,000 in manufacturing savings). Received the *Bendix Distinguished Service Award* for outstanding performance.

M. E. Manager Fram Filter Manufacturing (June, 1979 to April, 1980)

Hired by Bendix (Fram Automotive Division) to staff and professionalize the engineering department of the Greenville, Ohio liquid filter plant. The 1350 hourly and 120 salaried employees produced 45 million filters annually generating \$100 million in sales. Productivity improvements allowed a reduction in 113 hourly employees at no change in volume.

GENERAL MOTORS CORPORATION (June, 1968 to June, 1979)

Eleven years of increasing management experience at the Chevrolet - Flint Metal fabricating Plant producing fenders, hoods and frames for Chevrolet A, B, F, X, and Commercial vehicles. Included were assignments as Designer - tool and die, Engineer (both Master Mechanics and Plant Engineering), Maintenance Supervisor, Production Supervisor, Production General Supervisor, and Die Room General Supervisor.

EDUCATION AND SPECIAL COURSES

- B. S. in Mechanical Engineering from General Motors Institute (1973)
- AMA courses in Industrial Engineering
- IBM courses on MAPICS implementation
- Wharton School Finance for non-financial managers
- Crosby Quality College
- The Dale Carnegie Course
- Demand Flow Technology Workshop and Advanced Workshop Certificates
- Leading and Managing in a Global Economy
- Six Sigma Black Belt Certified
- Danaher Strategic Deployment trained as an implementer and instructor
- Lean Manufacturing and Kaizen training