

MICHEL S. LAVIOLET

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SENIOR MANAGEMENT EXECUTIVE CEO / COO / PRESIDENT

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Repeatedly produce sustained revenue and EBITA growth in dynamic and changing markets.

Proven achievements in semiconductor, fiber optic, scientific instrument, space applications, and PC industries.

Extensive business background in international, multi-cultural environments.

Senior executive with verifiable year-after-year success achieving revenue, profit, and business growth objectives within start-up, turnaround, and rapid-change environments. Extensive experience with highly engineered systems, which require deep understanding of critical business drivers in multiple markets and industries; highly successful in building relationships with upper-level decision makers, seizing control of critical problem areas, and delivering on customer commitments. Customer-focused and performance-driven. Led and motivated worldwide teams comprised of more than 2,000 employees and managed P&L for business divisions exceeding \$400 million revenue.

Operations Management ♦ Acquisitions & Integrations ♦ Organic Business Growth ♦ Strategic Planning
Staff Development-Promotion ♦ Performance & Quality Standards ♦ Customer Satisfaction & Allegiance
Leadership Development ♦ P&L Management/Budget Planning ♦ Engineering & Manufacturing
Change Management ♦ Commercial & Customer Support ♦ Strategic Partnerships

SELECTED ACHIEVEMENT HIGHLIGHTS

- ❖ **Turned around an underperforming \$410 million global division**, streamlining 4 business units around a coherent commercial and operational worldwide strategy, restoring profitability, producing higher-than-market revenue gains, winning market share in strategic and emerging international regions, and delivering double-digit EBITA growth.
- ❖ **Reversed losses into profits, serving as catalyst for growth and expansion** of struggling \$80 million division; quickly restored forward momentum, generating year-over-year revenue gains and profits at steady 20% return-on-sales.
- ❖ **Integrated 6 acquired companies into a worldwide \$300 million division** that outpaced competitors, maximized share of strategic markets, and elevated earnings. Drove return-on-sales to height of 12%, championed 2 new acquisitions, and restructured operations for maximum cost savings and efficiency.
- ❖ **Transformed the poorest-performing business unit company-wide into a top-performer** generating \$60 million sales and 12% profits (and growing) in period of just 3 years. Regained control of the top end of the market and introduced new cost-effective solutions that enabled expansion into additional high-potential markets.

PROFESSIONAL EXPERIENCE

XXXXXXXXXXXXX CORPORATION

City, ST, 1992 – Present

Built distinguished, 15+-year record of progressive achievement and advancement with this \$2.4 billion producer of xxxxxxxx and xxxxxxxx devices and services.

PRESIDENT, XXXXXXXXXX Division, City, ST **2003 – Present**

\$410 million division providing xxxxxxxx products/services; comprised of business units focused on food and beverages, pharmaceuticals, oil and gas, and materials and minerals. Worldwide reach with facilities throughout Europe, Asia, and North America.

Advanced to lead 3 global business units with staff of ~1,300 and \$250 million annual revenues; additional unit integrated in 2004 to bring totals to ~2,000 personnel and \$400+ million. Oversee team of 7 directors across all units/functions, including HR, finance, customer service, and business development, as well as sales, marketing, and R&D/engineering.

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Spearheaded change division-wide, establishing new strategic direction for amalgamated division (acquired companies and units), leading financial turnaround for operations at near-zero profitability, and building strong leadership team.

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| Bottom-Line Improvement | <ul style="list-style-type: none"> ◆ Ramped division from lowest-ranking profits in company to #3 position in 2005, reaching 11% profits, 40% gross margin, and 100% increase in EBITA and free-cash-flow performance; contributing factors included: <ul style="list-style-type: none"> - <i>Re-engineering of factories and expense controls, strategic sourcing and value engineering;</i> - <i>Practical process improvements (PPI) and lean manufacturing best-practices;</i> - <i>Master scheduling for improved linearity, delivery reliability, and inventory reduction; and</i> - <i>New voice-of-the-customer (VOC) and stage-gate product development and launch process;</i> ◆ Delivered year-over-year revenue growth of 5-7% and increased share of market in major accounts and strategically important international regions, including China, India, and Latin America. |
| Strategy/Mission & Vision Planning | <ul style="list-style-type: none"> ◆ Facilitated and guided business unit leaders in formulating new vision and strategic direction that successfully repositioned division as a differentiated competitor in the market, adding value to Xxxxxxxx and earning prominent role in mainstream corporate strategy. ◆ Won CEO endorsement for newly defined vision and mission, with subsequent integration of strategy within CEO's presentation to Board of Directors, investors, and analysts. |
| Operations Re-engineering | <ul style="list-style-type: none"> ◆ Led management team in identifying and correcting critical problems; reduced and streamlined overhead expenses, strengthened product gross margins, overhauled and improved operating processes and systems, resolved quality and warranty issues, and differentiated product lines. |
| Customer Service | <ul style="list-style-type: none"> ◆ Contributed to business unit receiving top award from independent firm for customer satisfaction gained through after-sales service focus and improvements. Recognized for customer-centric focus and extraordinary customer intimacy in understanding and meeting needs. |
| Team Development | <ul style="list-style-type: none"> ◆ Toured facilities worldwide (Europe, Asia, U.S.) to evangelize need for change and monitor progress on key metrics; upgraded and rebuilt 75% of leadership team. |



PRESIDENT, Xxxxxxxx Division, City, ST **2000 – 2003**

\$80 million division specializing in xxxxxx and xxxxxxxx components/systems.

Hand-picked to lead team of 7 business unit leaders and 2 directors in meeting performance improvement goals for division built through acquisitions and experiencing significant financial/operational challenges. Devised and executed strategic and tactical action plans focused on improving financial performance, establishing long-term business growth, and building top-performing team to drive achievement of objectives.

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| Revenue & Profit Growth | <ul style="list-style-type: none"> ◆ Reversed losses to profits, driving 20% year-over-year revenue gains through 2002 and profitability at over 20% of revenue totals. Improved ROIC to ~40% and Working Capital Turns ~12. ◆ Produced profits at levels enabling Xxxxxxxx to minimize losses from newly-acquired Xxxxxxxx and eventually sell entire Xxxxxxxx operations for over \$250 million. ◆ Built acquisition pipeline and relationships with key R&D organizations. Implemented strong, aggressive marketing campaigns/programs within critical OEM markets. |
| Change Management | <ul style="list-style-type: none"> ◆ Visited all sites personally and organized meetings with team on quarterly basis to ensure understanding of and gain buy-in for newly-implemented changes. |



PRESIDENT, Xxxxxxxx Division, City, ST **1997 – 2000**

\$300 million division specializing in xxxxxxxxxxxxxxxx and accompanying post-sale services.

Promoted to lead direct marketing, sales, service, R&D, manufacturing, finance, and administration activities for 7 product design/manufacturing sites and 10 sales/service offices worldwide, with total of 4 major product lines, \$300 million sales, and

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1,200 team members. Led management team consisting of finance director, HR director, 4 product line managers, and 6 territory managers. Challenged to integrate newly-acquired companies, improve financial returns, and grow market position.

Financial Performance

- ◆ Grew financial performance from below 5% to over 12% ROS through renewed focus on pricing, cost containment/reductions, sourcing, and organizational restructuring.

Operations Expansion

- ◆ Initiated and completed 2 acquisitions that resulted in procurement of technology for future use. Consolidated/repositioned 6 product lines from acquisitions into 2 product lines under new XXXXXXXX branding, eliminating product overlap and internal competition.



GENERAL MANAGER/OPERATIONS MANAGER, XXXXXXXXXXXXXXXX 1992 – 1997

\$60 million unit located in Switzerland.

Recruited to direct all operational functions within the \$60 million unit; following successful performance and achievement of objectives, earned promotion in 1993 to hold full P&L responsibility for unit, overseeing R&D, marketing and applications, sales, manufacturing, finance, and administration functions. Managed optical emission and X-ray spectrometer product lines.

New Process Implementation

- ◆ Introduced modern manufacturing techniques (gained from previous XXXXXX experience) and adapted solutions to specific requirements and environment, resulting in 20% cost reductions and 30% decreases in manufacturing cycle time.

Operations Turnaround

- ◆ Transformed XXXXXX in just 3 years from poorest-performing among XXXXXXXXX business units (zero to negative profitability totals) to one of the top-performing organizations, exceeding profit goals and driving change on multiple fronts (e.g. quality improvements, inventory cuts).

Market Positioning

- ◆ Re-established market leadership against major German and Japanese competitors by leading development of differentiated products, features, and services.

PRIOR EXPERIENCE:

Functional leadership positions in Operations and Engineering organizations (U.S. and abroad):

Company Name / Another Company Name / Another Company Name / Another Company Name

Achievements include managing staff of 270 and \$50 million operating budget to double manufacturing output of computers in just 6 months, without degradation of quality or morale and while simultaneously trimming 10% of costs for XXXXXX. Increased productivity 20% in a single year, managing a staff of 250 in manufacturing ASIC semiconductors for XXXXXXXX.

EDUCATION & CREDENTIALS

Bachelor of Arts (BA) in General Management

XXXXXXXXXXXXX UNIVERSITY, City, ST

Engineering degree in Optics/Physics

ENGINEERING SCHOOL OF XXXXXXXXXX, City, ST

Professional Training & Development

Dynamic Negotiations, XXXXXXXX, City, ST
Global Leadership Program, XXXXXXXX, XXXXXX College

French nationality; hold U.S. Green Card
Bilingual in French and English; some German

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