

Mark Schulman

Vice President, Manufacturing at Corbion

Summary

Results-driven and visionary executive with an MBA and Engineering degree. Twenty years of experience in small & mid cap manufacturing companies. Held P&L responsibility of up to \$150 million in food manufacturing, consumer packaged goods and automotive. Functional expertise in manufacturing, QA/QC, engineering, project management, EH&S, purchasing and supply chain. Developed employee-involved operations by assessing employee capabilities and driving culture shifts to optimize human capital. Architect of high-performing and lean thinking teams that improved productivity up to 200%, reduced waste up to 60% and trimmed maintenance costs 50%.

Specialties

Six Sigma, Lean Manufacturing, Employee Driven Team Development, Organizational Development, Multi-plant Management, Supply Chain, Large Capital Project Management

Experience

Vice President, Manufacturing at Corbion

November 2009 - Present (5 years 9 months)

1 recommendation available upon request

Sr. Director of Manufacturing at Imperial Sugar Company

February 2008 - September 2009 (1 year 8 months)

Recruited to turn around and optimize two 90+ year old refineries based on my proven record of success in six sigma cost reduction techniques, efficiency improvements and organizational team development. Was given additional responsibility my first year to oversee and optimize the corporate purchasing and the sales and operations planning functions. Developed a strategic vision and operating plan for manufacturing, corporate purchasing, and sales and operations planning.

- Managed COGS budget of \$600 million for \$900 million company.
- Utilized expertise in Lean Six Sigma and Total Productive Maintenance programs to develop a 3-year strategic operations improvement plan.
- Developed a Sales & Operational Planning process after a non-existing one was inherited. This new system helped reduce customer complaints by over 45%.
- Implemented lean manufacturing techniques to reduce non-value added contract labor by 30% and saved \$1.4 million on an annualized basis.
- Safety incident rate (TRR) has decreased from 7.4 to 2.3.
- Initiated 5S, housekeeping and safety improvement plans at the sites.
- Implemented a Management of Change process for production, engineering, quality, safety and food safety programs.

Director of Operations at Danisco

September 1998 - February 2008 (9 years 6 months)

Managed the world's second largest food emulsifier manufacturing plant. Additional responsibilities included managing the international lean manufacturing and vendor managed inventory programs for the division. Developed an employee-driven work environment where employees took ownership of the business and made decisions regarding day-to-day activities. Managers and support staff assumed the roles of coaches and leaders to assist the employee base. Held \$65M P&L for manufacturing, purchasing, quality, distribution, engineering, HR, accounting, environmental, and safety plus training at two locations. Reduced plant turnover from 75% in 1998 to less than 10% at time of departure. Reduced energy cost per kilo by 30% from 2001. Built program to reduce waste by over 60% in the past 5 years. Implementation of lean manufacturing. Business grew from \$45 to \$110 million in sales. Direct production cost per pound decreased by 50%. Production cost was 95% more efficient.

Operations Director at Danisco USA Inc

January 1998 - January 2008 (10 years 1 month)

Food Ingredient Manufacturer I was recruited by a previous boss to manage the world's second largest food emulsifier manufacturing plant. Given additional responsibilities after two years that included directing the international lean manufacturing and vendor managed inventory programs for the division. Converted an autocratic work environment into an employee-driven work environment where employees took ownership of the business and made decisions regarding day-to-day activities. Managers and support staff assumed the roles of coaches and leaders to assist the employee base. Held \$65M P&L for manufacturing, purchasing, quality, distribution, engineering, HR, accounting, environmental, and safety plus training at two locations. Implemented a BBS program to help reduce the TRR to 1.4. Achieved highest rating by AIB and FPA SAFE. Reduced plant turnover from 75% in 1998 to less than 10% at time of departure by creating an employee driven work environment. Commissioned energy studies, performed industry benchmarking and made investments to reduce energy cost per kilo by 30% from 2001 with the soaring cost of energy. Implemented lean manufacturing and six sigma techniques to reduce waste by over 60%, decrease direct production costs by 50%, improve efficiencies by 95% and grow the business from \$45 to \$110 million in sales. Utilized expertise in total process reliability and total productive maintenance to reduce maintenance costs by 50% and minimize the use of external contractors. Secured approval for \$35 M in capital improvements to increase capacity, upgrade equipment, and improve plant safety, environmental conditions and food safety. America's Management Program instructor for the 5 years. Trained and developed key management personnel in soft management skills and business development techniques.

Plant Manager at Collins & Aikman

March 1997 - September 1998 (1 year 7 months)

- Directed two plant operations of \$22M and \$63M in sales.
- Reduced costs \$2+ million and scrap by 60% through process redesign, lean manufacturing techniques and employee involvement.
- Developed effective schedules to drive plant on-time delivery performance from 74% to 94%. Employed lean manufacturing techniques to increase product throughput.
- Conducted CPI workshops. Directed first-time product launch in eight years that was on time, within budget, and met customer deadlines.

Plant Manager at Collins & Aikman Plastics

January 1997 - January 1998 (1 year 1 month)

Automotive Interior trim Directed two plant operations of \$22M and \$63M in sales. Reduced costs \$2+ million and scrap by 60% through process redesign, lean manufacturing techniques and employee involvement. Developed effective schedules to drive plant on-time delivery performance from 74% to 94%. Employed lean manufacturing techniques to increase product throughput. Conducted CPI workshops. Directed first-time product launch in eight years that was on time, within budget, and met customer deadlines.

Business Unit Manager at United Technologies Automotive

January 1996 - January 1997 (1 year 1 month)

Automotive Interior trim Built quality systems to reduce defects by 75%. Cut indirect production labor costs \$250K annually. Reduced premium transportation from \$1M per month to less than \$15K per month in 3 months with effective scheduling techniques. Implemented Kaizen techniques to reduce direct labor costs \$1.2M. Assumed responsibility for all product lines in one month.

Manufacturing Manager at Teleflex Automotive

January 1993 - January 1996 (3 years 1 month)

Automotive Cable Controls Transitioned manufacturing from batch operations to continuous operations. Increased manufacturing productivity by 200%+ through lean manufacturing techniques. Reduced overtime by \$1.25M, waste by 200% and WIP by almost 60% in three years.

Manufacturing Manager at Teleflex Automotive

1993 - 1996 (3 years)

Manager of Engineering at Witco Corporation

January 1991 - January 1993 (2 years 1 month)

Commercial Oil and Grease Manufacturer Directed manufacturing and construction projects at four locations. Developed JIT practices. Reduced accident rate 60% over two years. Designed continuous improvement process utilizing Rosemount System 3 Distributed Control System.

Industrial Engineer at Allied-Signal Aerospace

January 1989 - December 1990 (2 years)

DOE - Nuclear Weapons components Developed Project/2 scheduling software system to increase efficiencies. Conducted cost reduction and feasibility studies. Created simulations and forecasts.

Skills & Expertise

Lean Manufacturing

Supply Chain

Six Sigma

Organizational Development

5S
Cost Reduction
Manufacturing
Continuous Improvement
Cost
Strategic Sourcing
Supply Chain Management
Forecasting
HACCP
Food Safety
Leadership
TPM
Quality System
Process Engineering
Management
Purchasing
Budgets
Production Planning
Materials Management
Engineering
Business Development
Business Planning
ISO
Product Development
Operational Excellence
GMP
Kaizen
Operations Management
Food
P&L Management
Quality Management
Training
Process Improvement
Cross-functional Team Leadership
Program Management
Root Cause Analysis
Food Industry
Logistics
Food Manufacturing
Inventory Management
SAP
Procurement
Business Process Improvement
Quality Assurance
Supply Chain Optimization

R&D

Education

Avila University

MBA, Business Management, 1990 - 1993

Avila University

MBA, Business Management, 1989 - 1993

University of Missouri

BS, Industrial Engineering, 1984 - 1988

University of Missouri-Columbia

BSIE, Industrial Engineering, 1984 - 1988

Activities and Societies: Sigma Chi Fraternity

Mark Schulman

Vice President, Manufacturing at Corbion



1 person has recommended Mark

"Mark worked for me for two years at Caravan and was my peer with whom I worked closely following the creation of Corbion and the associated organizational restructuring. Mark is an excellent manufacturing leader. His depth of experience in multiple manufacturing environments has imbued him with keen judgment and a clear sense for the highest ROI operational excellence priorities. He tackles problems head on, is not intimidated by tough decisions in difficult situations, and he delivers on time and under budget, every time. More than anything else, Mark is a developer and supporter of his people and teams. He sees people's strengths and leverages them while helping always to address weaknesses or gaps in experience. I will rely upon Mark for years to come as a trusted adviser and will actively seek to work with him again in the future."

— **Nick B.**, managed Mark

[Contact Mark on LinkedIn](#)