

# FRANK W. VETTER

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## SUMMARY

Operations Executive with experience in consumer products, chemicals and pharmaceuticals. Leader and team player with a proven track record of reducing costs, increasing efficiency, streamlining processes and building effective teams. Outstanding track record operating a complex private equity-owned company.

- Lean Manufacturing
- Total Productive Maintenance
- Efficiency/Cost Improvement
- Sales Management
- Multi-Facility Responsibility
- Plant Start-ups
- Distribution and Logistics
- Team Building
- Profit and Loss Responsibility
- Safety/Environmental
- Quality Assurance/CGMP's
- Contract Negotiation

## PROFESSIONAL EXPERIENCE

### **TURF CARE SUPPLY CORPORATION**

2005 – 2009

*\$450 million private equity-owned manufacturer of lawn and garden products*

**Chief Operating Officer/Executive Vice President, Brunswick, OH**

Responsible for operations of +400 people including sales, marketing, purchasing, inventory, planning, service, engineering, regulatory affairs and a supply chain consisting of 4 plants and 5 distribution centers.

- Promoted to COO after asset sale of LESCO's supply chain to Platinum Equity, a +\$20 billion private equity firm. Participated in negotiations and due diligence, which led to an asset purchase agreement and long term supply agreement with LESCO/John Deere Landscapes.
- Led transition of newly created company to include selecting and implementing new IT/ERP platform; new offices; policies & procedures and teamwork/results-oriented culture.
- Initiated sales and marketing strategies to launch new sales channel. Grew sales from 0 to \$39 million in 3 years.
- Most recently provided a 1400% return on investment in less than 3 years to the private equity ownership group.
- Exceeded EBITDA and working capital goals by 10% and 40% respectively.
- Expanded manufacturing capability/product offering to increase sales by \$4.0 million.
- Increased sales \$1.8 million through Lean techniques improving efficiencies and removing process constraints.

### **LESCO, INC.**

1999 – 2005

*\$560 million publicly-traded manufacturer and distributor of LESCO branded lawn and garden products*

**Director of Manufacturing, Regulatory Affairs and Quality Assurance, Cleveland, OH (2002 – 2005)**

Directed operations of +350 people at 5 fertilizer, pesticide and grass seed plants with various mixing, coating, batch and continuous processes and packaging operations. Full P&L responsibility for \$25 million budget.

- Implemented systems to reduce operating costs by \$12 million over three years.
- Improved reliability by 10%, which enabled company to record \$2 million in additional revenue.
- Executed contingency plans for production during union work stoppage, with zero service or quality outages.
- Generated \$4.5 million in new sales annually by installing a new pesticide production line.
- Implemented first ever Quality Assurance evaluation/scorecard process for internal and outsourced products.
- Relocated Grass Seed blending operation, reducing net operating costs by \$100,000 per year.
- Developed regulatory policies to achieve 100% compliance with EPA, state and international regulations.

**General Manager, Richmond, VA (1999 – 2002)**

Responsible for start-up and operation of new plant. Recruited and trained high performing, results-focused team of 56 employees in Operations, QA, Engineering, R&D, Logistics and Distribution functions.

- Started-up new continuous process plant for a breakthrough slow-release, polymer golf course fertilizer.
- Successfully implemented a project to increase capacity by 50%; achieved vertical start-up and delivered all success criteria for safety, quality, efficiency and cost within 30 days.
- Implemented LEAN techniques to increase productivity by 74% and reduce manufacturing cost by 58%.
- Reduced inventory \$1.5 million by developing process to recycle by-products into marketable product.
- Established a distribution channel that surpassed 99% for both orders shipped complete and on-time delivery.

**PROCTER AND GAMBLE**

1990 – 1999

*\$40 billion publicly-traded manufacturer and distributor of consumer products*

**Production Department Manager, Hunt Valley, MD (1995 – 1999)**

Managed Cover Girl™ Cosmetics production department, with \$100 million annual sales; operating budget of \$5 million and volume of 36 million units.

- Launched division's first ever 24-hour/7-day production operation, which laid the groundwork for improved flexibility and productivity throughout cosmetics division.
- Achieved unparalleled safety record of zero workplace injuries over a four year period.
- Rejuvenated an inefficient 20-year old production line by planning and executing a complete rebuild; achieving a successful start-up of 85% reliability, with zero injuries, quality defects or customer service outages.
- Utilization of LEAN techniques such as Kaizen, Process Mapping, JIT, SMED, TPM and 5S to improve productivity by 41% in less than one year.
- Implemented CGMP quality systems in FDA regulated business, achieving less than 900 PPM defects.

**Production Team Manager and Process Engineer, Greensboro, NC (1990 – 1995)**

- Led the successful start-up of new packaging technology for Chloraseptic Lozenges.
- Coached production teams to deliver safety, quality, production and cost results.
- Implemented process improvements, which saved Vicks™ Cough Drop Department \$500,000 annually.
- Improved reliability from 65% to 85% throughout Pantene™ & Vidal Sassoon™ shampoo operations.
- Responsible for implementing Total Productive Maintenance systems across entire plant.
- Initiated "clean design" principles throughout pharmaceutical process to qualify on all CGMP and FDA audits.

**MILITARY EXPERIENCE**

**UNITED STATES ARMY, CAPTAIN**

**Assistant Battalion Operations Officer, 24<sup>th</sup> Infantry Division, Fort Stewart, GA**

- Planned and executed several successful unit deployments via ship, rail and air.
- Implemented improved early warning communication system to ground units throughout division.

**Executive Officer, Air Defense Artillery Battery, Spangdahlem Air Base, West Germany**

- Second in command of 150 soldiers and \$20 million in missiles, weapons and equipment.
- Earned "best battery" award during annual missile firing exercise in Crete, Greece.

**Platoon Leader, Air Defense Artillery, Bitburg Air Base, West Germany**

- Led 30 soldiers to achieve "Best Platoon in Battalion" honors for operational readiness for 2 consecutive years.
- Implemented unit security procedures to safeguard weapons, missiles and ammunition at a remote tactical site.
- Graduated US Army Airborne School: Fort Benning, GA.

**EDUCATION**

**BS. Mechanical Engineering, United States Military Academy, West Point, NY.**

*Varsity Wrestling Team – 4 years*

**PROFESSIONAL DEVELOPMENT**

TPM (Total Productive Maintenance): Instructor/Team Leader

Leadership: "Manager as Coach," "Managing Transition," "High Performance Work Systems"  
"Theory of Constraints" and "Finance for Non-Financial Managers"

**MEMBERSHIPS & AWARDS**

LESCO Founders Award: Outstanding Leadership and Career Achievement

The Fertilizer Institute (TFI)

R.I.S.E. (Responsible Industries for a Sound Environment), Formulators Committee

AAPFCO (Association of American Plant Food Control Officials)

USMA, West Point Alumni Network

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## MARKETING PLAN

### PROFESSIONAL OBJECTIVE:

#### Operations Executive

Lead a national or regional manufacturing, operations or supply chain team to achieve profit goals with a growth organization that values people, open communication, integrity, and teamwork. Utilize Lean Manufacturing techniques to solve problems; drive productivity; lower costs and improve quality.

### POSITIONING STATEMENT:

I'm an Operations and Supply Chain Executive with expertise in Lean Manufacturing, Distribution, Purchasing and all aspects of Supply Chain management. I have led several organizations through post acquisition transitions. I have had responsibility for multiple facilities and a proven track record of delivering bottom line results by improving efficiencies and driving out non-value added costs. I have consistently fostered partnerships between sales, marketing and operations to leverage the supply chain to improve top line results. I am a graduate of West Point with a degree in mechanical engineering. Companies value me for my strong leadership, strategic thinking and people development. I am seeking an executive position in northeast Ohio.

### Target Positions

Chief Operating Officer  
General Manager

Vice President of Operations  
Director of Supply Chain, Operations or Manufacturing

### COMPETENCIES:

Management	Operations	Development
<ul style="list-style-type: none"><li>• Visionary leadership</li><li>• Private Equity</li><li>• Leadership through acquisitions</li><li>• Multi-facility responsibility</li><li>• Cross functional groups</li><li>• Communication</li></ul>	<ul style="list-style-type: none"><li>• Lean manufacturing</li><li>• Chemicals, Consumer Products, Pharmaceuticals</li><li>• P&amp;L and Cash Management</li><li>• Distribution Operations</li><li>• Logistics/Inventory Control</li><li>• Efficiency/Cost Improvement</li><li>• Contract negotiations</li></ul>	<ul style="list-style-type: none"><li>• Career development</li><li>• On-boarding</li><li>• Team building</li><li>• Performance management</li><li>• Teamwork</li><li>• Sales networking</li><li>• Mentoring</li></ul>

### Target Industries

Consumer Products, Chemicals, Pharmaceutical manufacturing companies ≥ \$100 million in annual sales  
Preference is Northeast Ohio

### Culture

Value People  
Integrity  
Results Driven

Open Communication  
Teamwork  
Common Goals

### TARGET COMPANIES:

<ul style="list-style-type: none"><li>• Akzo Nobel</li><li>• Aleris</li><li>• Bendix</li><li>• Dan T. Moore</li><li>• Eaton</li><li>• Edgepark Medical Supplies</li><li>• Ferro Corp.</li><li>• GOJO</li><li>• Goodyear</li><li>• Graftech International</li></ul>	<ul style="list-style-type: none"><li>• Invacare</li><li>• L'Oreal</li><li>• Lubrizol</li><li>• Moen</li><li>• MTD Products</li><li>• Nestle</li><li>• Nordson</li><li>• OM Group</li><li>• Omnova</li><li>• Parker Hannifin</li></ul>	<ul style="list-style-type: none"><li>• Polyone Corp</li><li>• Ridge Tool</li><li>• RPM International</li><li>• Sherwin Williams</li><li>• Smuckers</li><li>• Steris Corp</li><li>• Swagelok</li><li>• TCP</li><li>• Timken</li><li>• US Endoscopy</li></ul>
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