

# DAVID J. BAUGHMAN

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## CEO | COO | GENERAL MANAGEMENT OUTSIDE DIRECTOR

Experienced P&L professional, who has been parachuted into multiple senior roles, requiring major P&L reshaping, in less than 24 months. Track record of success in four such engagements, including a broad range of sectors, stages of growth, and business environments. Experience includes aerospace, automotive, industrial, and oil & gas. In every engagement, have dramatically, and profitably accelerated the company's growth through a deep grasp of all functions and leverage points. Equity participants see immediate acceleration of the topline, gross margin improvement, and EBITDA margin gains. These quantifiable measures are my keys to unlocking shareholder value.

- Continuous Process Improvement
- Staff Training & Development
- Change/Turnaround Leadership
- C & Board-Level Presentations
- Lean Manufacturing Principles
- High-Potential Leader Mentoring
- Acquisition Due Diligence
- Strategic Planning & Execution
- Entrepreneurial Operating System (EOS)
- Revenue Generation
- Cost Reduction & Avoidance
- Customer Satisfaction

**Wellflex Energy Solutions: Tripling Revenue and EBITDA through rapid growth curve by installing EOS**  
**Relevant Power Solutions: Launched the Operations Function, Achieved ISO9001 Compliance**  
**Surefire Industries: Double-Digit Gross Margin, Profit, OTD, EBITDA & Inventory Reduction Gains**  
**Barnes Group: \$27M Revenue Growth, 2 Full Divisional Turnarounds & NPI Launch for 750 Parts**

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## PROFESSIONAL EXPERIENCE

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WELLFLEX ENERGY SOLUTIONS – Rhome and Fort Worth, TX – 2018-Present

*\$70M provider of modular oilfield packages that have revolutionized oilfield construction paradigms and dramatically lowered pad-site costs.*

### Chief Operating Officer, Integrator

Reporting to the President and the Board of Directors, responsible for the P&L and all facets of the company including Finance, Sales, Operations, Engineering, and HR. Increased Revenue from \$22.0 million in 2017 to \$60.0 million in 2018. **Key Challenge: installing structure and team to triple revenues in 3 months**

- **Led efforts to build an organization that increased EBITDA by 200%** in 3 months and doubling revenues in the same period. Overhauled leadership team that produced 100% OTD and eliminated Field Quality issues.
- **Launched Lean Manufacturing System** and mentored across all portfolios. Reduced headcount by 35% with same sales year over year.
- **Led installation and management** of the Entrepreneurial Operating System (EOS) as the Integrator. Held organization accountable for achieving quarterly goals and KPI.
- **Developed and launched robust Project Management** process that resulted in 100% OTD and “real-time” costing data.
- **Provided leadership for S&OP** process that produced inventory reduction of 14% and 98.5% cycle count accuracy.
- **Turnaround generated increase of EBITDA of \$10.0 million and Net Income of \$6.5 million in 12 months**

RELEVANT POWER SOLUTIONS – Houston, TX – 2016-2018

*\$130M provider of mobile gas turbine package that serves global markets, primarily Asia, Africa, SA, and the Middle East.*

### **Chief Operating Officer**

Directed all operational areas, including Manufacturing, Production Planning, Quality Control, EHS, Inventory Control, and Product Testing. Lead and mentor team of 5 management direct reports and 50 indirect reports. Hold full P&L accountability for financial/budget performance. Recruit, hire, onboard, and train employees to develop a top-performing, highly responsive team; create HR policies and procedures.

- **Launched the company's entire Operations organization**, including all recruitment and staffing activities over a 4-month period. Brought the entire mid-management team on board as well as all hourly positions.
- **Spearheaded efforts for RPS to achieve ISO9001 compliance** as well as Certified PED Welding Shop, CE Compliance, AWS Certification, and ASME Weld Certification.
- **Led team in preparing and establishing new 4-building campus** to enable assembly of trailers within 4 months of closing on the property. Oversaw full mixed-model cell layout, acquisition of all tooling, equipment, and support materials, and work procedures for welding, assembly, and other functions.
- **Directed introduction of lean principles into the construction of the shop** as well as processed-based manufacturing. Held labor costs under budget by 8% and established talent pipeline to manage growth.

SUREFIRE INDUSTRIES LLC – Houston, TX – 2012-2016

*\$122 million leading provider of design and manufacturing solutions.*

### **Vice President / Chief Operating Officer**

Held full P&L responsibility for operational areas, including Manufacturing, Engineering, Supply Chain, Planning, Continuous Improvement, Customer Service, Project Management, Field Service, EHS, and Quality functions. Led team of up to 350 direct and indirect reports, including Site Directors and middle management at all 3 plant locations. Participated on quarterly Board meetings, serving on the team that presented results/data to the Board along with the CEO and CFO. **Key Challenge: instill stability and consistency within a start-up environment.**

- **Orchestrated 180-degree turnaround for under-performing operation**, primarily through Management by Metrics implementation. Improved on-time delivery from 10% to 60% in 1 year, gross margins from 10% to 22%, attainment of projects within 1% of budgeted cost, and EBITDA from -8% to +9% in 2 years.
- **Led development and installation of quality system** that enabled achievement of ISO9001-2008 certification in the first 7 months. Additionally instituted robust program of Lean/Continuous Improvement, ISO9001, ISO14001, and Goal Deployment (Hoshin Kanri) strategic planning.
- **Reduced assembly hours from 600 to 435 on frac pump and 1650 to 1200 on a blender** by moving from automotive-style flow line and mixed model cells (decrease in frac pump assembly from 21 to 5 days).
- **Lowered inventory levels from \$85 million to \$9 million** with the same level of revenue through synchronization of supply chain to the build schedule.
- **Contributed to due diligence review of 4 companies for potential acquisition** and worked with the CEO to close new capital partner, with full responsibility for due diligence package and onboarding with new team.
- **Drove expense reduction from 12% to 7% SG&A in 24 months** on a budget of \$110 million.

WYMAN-GORDON – Houston, TX – 2011-2012

*\$240 million world leader in structural investment castings and forged components for aircraft engines and gas turbines.*

### **Director, Shared Services**

Brought on board for new position to unite 2 operations and manage shared departments, including HR, Plant Engineering, Maintenance, Quality, Supply Chain, and Tool Development. Supervised team of over 100 and reported to the VP of Energy as well as the VP of Aerospace.

- **Increased throughput by reducing lead time from 8 days to 3 days per pipe** through instituting capacity plan and management system. Additionally, reduced customer response time to closure from 42 to 21 days.

BARNES AEROSPACE- BARNES GROUP, INC. – Lansing, MI – 2006-2011

*\$52 million operating location for Barnes Aerospace (112,000 sq. ft. of space), employing 150 team members.*

#### **Division Manager**

Held full P&L accountability for entire division, with complete decision-making authority along with the Group HQ. Supervised managers of HSE, Manufacturing, Continuous Improvement, Engineering, and Quality divisions. Planned and administered multimillion-dollar budget that carried gross margin target of 32%, operating profit of 21%, and profit-after-tax target of 11%. **Key Challenge: Spearheaded efforts in capturing \$20 million of new business.**

- **Generated \$47 million in revenues for 2007, surpassing target by \$8 million.** Additionally, increased operating profit from 8% to 24% in 4.5 years and OTD from 62% in 2006 to 93% in 2010 while reducing Days Working Capital (DWC) from 146 to 58 days in over 24 months in 2008 and 2009.
- **Drove significant improvement in employee productivity per year** from \$165,300 in 2006 to \$429,750 in 2010 by instituting Lean Manufacturing, Management by Metrics, and a new management team.
- **Transformed monthly review to a management operating review format** centered on KPIs that included: Sales/employee; OTD & OTD Starts; Expense/employee; Scrap/month, scrap/employee, TRIR, and others.
- **Installed Kaizen events that increased from 1 per quarter to 2 per month.** Introduced multiple programs that included Daily Gemba walks, weekly staff meetings, and a robust 6S program with weekly inspections.
- **Hand-selected to oversee Phoenix facility and conduct analysis to determine future operation.** Led plant to its first monthly operating profit in over 10 years through scrap, overtime, and freight reductions.

ASSOCIATED SPRING- BARNES GROUP – Burlington, Ontario, Canada / Milwaukee, WI – 2001-2006

*\$32 million producer of springs and wire forms, primarily for Tier 1 automotive customers such as Toyota, GM, Ford, and Nissan.*

#### **Division Manager, Burlington (2004-2006) ♦ Division Manager, Milwaukee (2001-2004)**

- **Burlington – Established new management structure and restored discipline** within facility previously lacking order. Led scrap reduction from 6% to less than 2% of sales (\$800,000 annual savings), introduced Lean Manufacturing and Six Sigma operations facility-wide, and improved all productivity indicators.
- **Milwaukee – Restored division to a positive operating profit** and drove sales increase from \$11.7 million in 2001 to \$13.5 million in 2003 despite changeover in 50% of the customer base.

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## **EDUCATION, CERTIFICATIONS, AND BOARD SKILLS**

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### **Bachelor of Science (BS) in Business Management**

UNIVERSITY OF PHOENIX

### **Certifications & Training**

Lean Champion, 2007; *SCALING UP*- Workshop on Organizational Development/Strategy; Workshop on Paradigms/Operational Change, 2013; Rolls-Royce Lean Supplier Program, 2010-2011; Lean Enterprise Leadership Development, 2007; Case Western Leadership Program, 2007; Columbia University Emerging Leadership Program, 2004; Caterpillar Leadership Six Sigma Program, 2003

### **Board Qualifications**

- *Active Board involvement in several companies*
  - *Have enjoyed Boards' openness to dramatic, and rapid change ideas, the charge to move forward, and task to deliver results*
  - *Personal leadership style leads by example, and always finds time for mentoring hi-potential employees*
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