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Why Me?

I've run \$250M business units with P&L responsibility and held VP positions in Engineering, Purchasing, Sales, Supply Chain, and Program Management. For the last 5 years, I've been engaged in Operations and program turnaround as a crisis management consultant.

Key Accomplishments

- Took over a \$250M customer business unit with the assignment to get removed from customer new business hold status and succeeded at doing so with Operations and Quality improvements.
- Created order-to-invoice process maps for a \$290M company that never documented how they performed work during their growth to 750 employees. Validated process maps by creating SIPOCs for all 42 departments to track interactions and handoffs.
- Directed a team responsible for the quality of 2 billion metal, mechanism, and fastener components, annually, from 250 different suppliers. PPM reduced from 500+ to 8 in 20 months.
- Smooth launch of complex \$500M F150 seating program for 3 assembly plants with a team of 135 people.

Engagement Manager, Critical Path Recovery

2018 – Present

Leading teams of operational leaders to work for clients to turn around their business operations or struggling programs. Specifically:

- Opened a new manufacturing facility as a recovery from a gross capacity underestimate from a recent high profile vehicle launch. I led groups responsible for facilities, equipment, tooling, people, and processes by creating a credible timing plan and a production ramp plan and choreographed equipment and tooling moves into the new facility. **Value: Doubled capacity and eliminated OEM production constraint.**
- I process mapped, order-to-invoice, a 75-year-old company that had outgrown its organic processes and relied on a few 'heroes' to get things done. Created SIPOCs for every department to implement a systemic approach to delivering on contractual obligations. **Value: Near 100% schedule attainment by making the organization predictable.**
- Ran a manufacturing assembly operation on the shop floor that was only able to produce 25% of its quoted capacity. I tracked micro-stops and the related OEE and solved micro-issues. **Value: Hit the expected capacity in a matter of a few weeks.**
- Served as COO of a commercial construction company. Hired elite staff, set-up structure and processes, converted a 'pickup truck start-up' into a successful commercial construction company. **Value: Transformed from a loosely run subcontractor to an organized commercial general contractor bidding large jobs.**

Corporate Vice President of Engineering, Spartan Motors

2017 – 2018

Leading ~200 Program Managers and Engineers responsible for specialty commercial vehicles comprised of fire trucks, emergency vehicles, RV chassis, walk-in vans, and truck bodies across 6 sites.

- Implemented a fast response issue and recall resolution approach which resulted in return customers/increased sales. **Value: Earned a \$3.2M order that had previously been taken off the table.**
- Merged 5 engineering teams from acquisitions, standardized, and increased engineering sophistication by adding predictive analysis, fatigue analysis, & verification testing. **Value: Reduced fire truck lead time by 82 days. 3 recalls avoided and 2 immediately resolved.**
- Created and implemented workload management tools to balance between orders, issues, and projects with transparency to business units. **Value: 100% increase in team output.**

Faurecia and Detroit Manufacturing Systems (Faurecia partnership)

2012 – 2016

VP of Program Management, Engineering, Purchasing and Advanced Supplier Quality, DMS

- Responsible for \$900M in annual spend.
- Discovered and recovered \$1M+ in NAFTA errors. **Value: +\$1M in unplanned cash pick-up.**

- Turned-around 7 Ford new model instrument panel launches. **Value: Quiet, profitable launches.**
- **Value: Reduced engineering change implementation timing from ~44 days to ~6 days.**

Vice President of Purchasing, Seating, Faurecia

6 Director direct reports responsible for Program Purchasing, Commodity Purchasing, Supplier Quality, Current Production Purchasing, Transportation and Equipment and Mexico Purchasing.

- **Result: Delivered over \$13.5M (3.9%) in savings on \$350M in controlled spend (over \$1B in total buy).**
- Created a culture people wanted to be a part of. Inherited a team of 35 with constant turnover. **Result: Built the team from 35 members to a team of 80+ with no turnover in 16 months.**
- **Result: Resolved 8 legacy lawsuits without requiring a court's decision.**

Vice President of Chrysler Business Unit, Faurecia

- Owned P&L and customer relationship.
- Facilitated elimination of operational inefficiencies and quality issues. **Result: Taken off "new business hold" status with Chrysler.**

VP – Program Management, Engineering, Purchasing, Grakon

2008 – 2012

Recruited to help transform a private equity acquisition of a commercial vehicle supplier from a small private interest to a structured organization equipped to sustain global growth in North America, Europe and China. Actively engaged in Board of Directors meetings in semi-general management role.

Program Management (staff of 8)

- Introduced cross-functional team methodologies; implemented a phased Program Management system; gained functional team buy-in with all senior managers; all manufacturing in China.
- Result:** Implemented a Program Management toolbox to orchestrate cross-functional resources to deliver on new business while eliminating expensive containment and premium freight. Rescued an \$18M revenue program (32 SKUs) from trajectory toward failure with executed plans for a smooth launch.

Engineering (staff of 18)

- Created Optics and Electrical Engineering departments to deliver on customer expectations for LED vehicle lighting applications.
- Opened, and staffed with a team of 7, a design and engineering office in Michigan.

Purchasing

- Created and personally executed the LED commodity strategy. **Result:** 50% cost reduction.

Johnson Controls, Inc.

1999 – 2008

- Purchasing Director (2007 – 2008)
- Supplier Quality Director (2005 – 2007)
- Program Management Director (PMO, PMP training) (2003 – 2005)
- Ford Business Unit Program Manager (1999 – 2003)

Previous Experience

I started my career with Ford Motor Company in the heavy truck division as a Design and Release Engineer working on very customized commercial vehicles. I progressed into the supplier side of the business as an Engineering/Sales Liaison, Engineering Manager and a Senior Program Manager. I was responsible for design and engineering, commercial vehicle special order engineering, design releases, customer relationships and implementing program management systems.

<u>Education</u>	1990	Graduated BS, Mechanical Engineering University of Michigan Dearborn, Michigan	2007	Graduated MBA, Business Administration University of Phoenix Phoenix, Arizona
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For fun: I love snowmobiling, playing guitar, and all things family. I've played lacrosse and hockey.