

CARL B. HANSEN

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MANUFACTURING / OPERATIONS EXECUTIVE

Lean Manufacturing • ISO 9001 Auditor • Quality & Business Process Improvements

Key Contributor to OSHA VPP Star Site Ranking for the world's largest toy manufacturer

Sharp and focused executive with 14 years of experience in manufacturing complemented by a 4-year background in distribution. Fair leader who is known for holding people accountable and for setting clear expectations. Extremely hard-working manager who treats each company like it is his own business and highly motivated to continuously driving better results.

— Recent Key Performance Improvements —

	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Scrap Write-offs	\$200,000	\$87,442	\$40,139	\$52,529	\$30,810	\$12,000
Efficiency Variances	\$115,269	\$34,957	(\$253,943)	(\$53,481)	(\$37,818)	(\$181,077)
OSHA Recordable Incidents	14	8	8	7	2	0
Direct Labor OT Hours	17,864	11,819	12,146	9,382	3,368	2,945

EXPERIENCE AND ACHIEVEMENTS

MATTEL, EL Segundo, CA 2001 – Present
World's second largest toy & game manufacturer with annual revenues of \$3 billion

Vice President of Manufacturing (2004 – Present)

Director of Manufacturing (2001 – 2004)

Report to Senior Vice President of Operations and hold P&L accountability of \$7 million for 4 of 9 cost centers in a 1.2 million SQF facility. Directly oversee 9 managers with 150 union employees covering 3 shifts in operations that include lithography, paper processing, die-cutting and card conversion. Participate in union negotiations and discussions. Head up several lean manufacturing and quality project teams, and serve on ergonomics committee.

Specifically recruited back to the company to turn around a multi-million dollar manufacturing operation that was inefficient and lacked accountability. Immediately formed quality teams, implemented lean manufacturing principles and drastically improved performance outcomes—contributing to \$7 million in net profits in 2006.

- **Cut waste by nearly 95%** by forming a quality team to examine root causes of poor quality and implementing quality self-automated manufacturing (QSAM) procedures.
- **Saved the company more than \$830,000 annually in direct labor over time costs in first year** by conducting an in-depth analysis in printing department and reducing crew size across 3 shifts.
- **Cut excess overtime by almost 14,000 hours over 5 years and pared down hours of operation from 24x6 to 24x5** after analyzing print operations, addressing poor attendance and rewriting job descriptions.

MATTEL, INC., Continued...

- **Projected to slash raw material waste by 50%, with annual savings of \$750,000** by heading up a lean manufacturing project in engineering area.
- **Drove savings in safety / accident-related injuries and lowered OSHA recordable incidents** by forming a lean manufacturing team and implementing new processes. Zero recordable events in 2008.
- **Drastically reduced subcontracting expenses** over 6 years by holding employees accountable to productivity expectations.

MANDOLIN PRODUCTS, INC., Atlanta, GA

1997 – 2001

*Global manufacturer and seller of natural health products and herbal supplements***Merchandise Control Manager**

Headed up daily operations in merchandise warehouse to ensure timely unloading of stock and replenishment of inventory for shipping department. Managed 8 salaried and 60 non-union employees, and a budget of \$10 million. Collaborated with expeditors and quality control department.

Initially hired as second shift supervisor and rapidly promoted to manage a disorganized and dysfunctional supply chain operation for 1 out of 4 national distribution centers. Implemented productivity and quality measures to address facility and employee issues.

- **Saved \$82,000 in first 5 months** by introducing new processes in supply chain workflows.
- **Significantly improved order fill rates and customer service** by hiring an external vendor to unload and warehouse shipments offsite, alleviating crowded on-site restrictions.

MATTEL, INC., El Segundo, CA

1989 – 1997

General Supervisor (1994 – 1997)**Supervisor** (1989 – 1994)

Oversaw all planning, scheduling, productivity, quality and safety results. As General Supervisor, directed a three-shift operation with 7 production supervisors and more than 200 employees.

EDUCATION

UCLA at Berkeley, Berkeley CA
Master of Business Administration, 1996

AMHERST COLLEGE, Amherst, MA
Bachelor of Arts in Economics, 1989