

# WILLIAM BRIDGES

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## SENIOR EXECUTIVE

CEO • President • Managing Director • SVP

Profit & Loss  
Startups & Turnarounds  
Joint Ventures  
Business Development  
ISO Quality  
Greenfield Operations  
Risk Management  
Government Relations

**Dow Chemical APAC President** with history of business growth throughout the U.S., Europe, and Asia, including 150%, 30-month revenue in the U.S. plus \$500M top-line gains over 2 years with strategic performance improvement in Asia.

**Exceptional motivator and strategist** who addresses cost issues head-on, strengthening productivity and accelerating profit at challenged operations by applying **Six Sigma and lean manufacturing** methods. Broad suite of operations, finance, supply chain, sales/marketing, and strategic planning skills.

**Standards-focused leader** proficient in directing multi-site operations, business model restructuring, outsourcing, and cost control, with adept management of cultural and organizational diversity. *Open to worldwide relocation.*

## EXECUTIVE BENCHMARKS & MILESTONES

- ▶ **Rapidly delivered 15% top-line and 33% bottom-line results** at Dow Chemical—even with 20% raw materials cost increase—with sharpened focus on lean manufacturing, outsourced application development, and addition of stretch goals that motivated staff to higher achievement.
- ▶ **Created 49% compounded growth** plus 16% annual profit increase through restructuring and cost savings, addressing competition, building greenfield operation, and purchasing plastics facility as VP/GM at ABX in Asia.
- ▶ **Handpicked by Chairman as SVP/GM** engineering growth in challenging market, with P&L responsibility and oversight of 15,000-employee division with 5 business units at largest global micro motor manufacturer.
- ▶ Played key role in directing 2 of 5 integration teams during **ABX/Texas Instruments merger** in Asia Pacific.
- ▶ **Oversaw chemical site acquisition** in East Germany, creating facility hailed as showcase of advanced engineering through \$150M in expansion effort. Negotiated 35% government subsidy and \$50M funding.

## PROFESSIONAL HISTORY

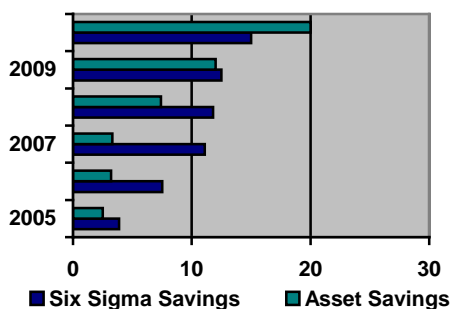
**Dow Chemical Company** | Shanghai, China | 2004 – Present

### PRESIDENT ASIA PACIFIC

**Recognized with 2009 Chairman's Award for promoting growth culture; hold P&L authority for \$1.3B region with \$200M+ profits and 5 manufacturing/business units across China, Singapore, and Malaysia.**

**Tripled profits from \$50M**, placing region among top corporate performers and winning recognition for peak volume and productivity gains. *Doubled \$650M revenue despite identical staff volume*, earning #1 spot for per-employee revenue and profit. Supervise 5 GMs, plus culturally diverse team from China, Japan, Korea, India, Hong Kong, the U.S., and Singapore.

Cost Benefits (in Millions)



- ▶ Positioned company to capitalize on potential M&A opportunities, **building \$2B+ pipeline—and overcoming HQ skepticism** on regional business development strategy. Built skilled team to scout for JV and acquisition options, with focus on doubling GDP.
- ▶ **Powered \$10-\$15M annual cost reductions, plus 6% growth** in productivity with Six Sigma principles. Jumpstarted adoption by hiring Black Belts and obtaining Green Belt certification for 20% of staff.
- ▶ **Slashed ~ \$20M in costs** with analysis of nonperforming assets, opening up joint venture/partnership contracts to renegotiation and realizing significant savings within first 2 years.
- ▶ Shifted capability to Shanghai and closed Hong Kong site after analysis of productivity and cost; **increased savings** by outsourcing R&D/IT to India.

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## Dow Chemical Company - **PRESIDENT ASIA PACIFIC...**

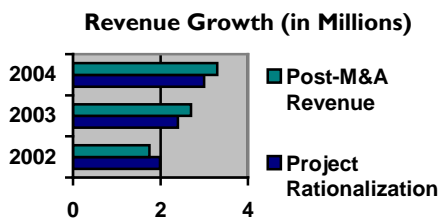
- ▶ Gained corporate/regional consensus for strategic decisions, **maintaining visibility at U.S. headquarters** and building ground-up support as sole external executive recruit integrated into company culture.
- ▶ Transformed GM planning process to focus on **strategic, robust growth** via action items and accountability.

**Arrow Electric Inc.** | Hong Kong, SAR China | 2002 – 2004

### **SENIOR VICE PRESIDENT & GENERAL MANAGER**

*Served as key advisor on business growth and profit potential, streamlining project activities and directing 1,000+ product development and design engineers to create innovative offerings.*

Produced more than 300 new commercial applications for customers in U.S., Brazil, Japan, China, Europe, and Singapore.



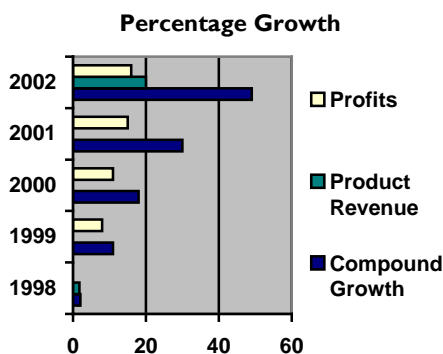
- ▶ **Spearheaded 15% annual increase** through strategic prioritization, cutting numerous projects and implementing stringent project management controls that facilitated timely delivery.
- ▶ **Instrumental in acquisition of Mijashon Motors** in Japan that produced \$500M+ annual sales and captured new technology source.
- ▶ **Leveraged background in Asian region** partnerships to influence deal and manage negotiations.

**ABX** | Hong Kong, SAR China | 1994 – 2002

### **VICE PRESIDENT & GENERAL MANAGER – SPECIALTY MATERIALS ASIA (1998–2002)**

*Quickly promoted throughout history of growth management, turnaround achievements, and productivity gains as leader for post-acquisition integration and business unit revitalization.*

Drove turnaround for 5 business units including engineering plastics, wax, industrial fibers, flooring, and laminates as first VP/GM for Asian region. Formulated strategic plans with analysis of markets in light of cash flow crisis.



- ▶ **Uncovered \$3B divestiture** and cross-strategic business unit opportunities as key post-TI acquisition team member tasked with analyzing existing portfolio to create new strategic plan.
- ▶ Formed and executed strategy for plant shutdown against tight capacity, with restart during period of increased demand—with plan **profiled by major university as business success story**.
- ▶ **Initiated groundbreaking joint venture among former competitors in Korea**, serving as Chairman and driving pricing improvements that led to strong revenue turnaround.
- ▶ Led greenfield operation build for wax plant, plus expansion for industrial fiber plant in China.

### **MANAGING DIRECTOR – ENGINEERING PLASTICS EUROPE (GERMANY) (1997–1998)**

*Led high-profile negotiations, government relations, subsidy contracts, business development, and capital improvements for chemical site acquisition, managing buildout and productivity improvements.*

Managed through cultural differences and site shortcomings to create Six Sigma implementation that gained 200% cash flow improvement, increased productivity 6%, and facilitated commercialization in European market. **Quickly pushed sales to \$100M from \$40M** and produced 4% operating margin increase with improvements to process technology.

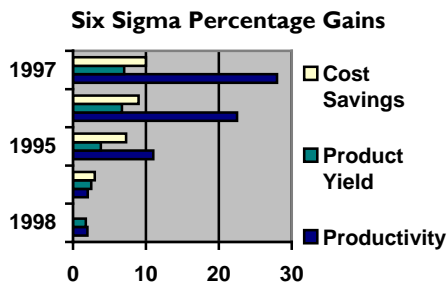
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## **ABX - DIRECTOR OF OPERATIONS – ENGINEERING PLASTICS (U.S.) (1994–1997)**

*Joined fast-paced operation during period of restructuring, **taking on turnaround for business unit and directing 3 sites** with 300 technical, QA, logistics, engineering, and manufacturing employees.*

Implemented Six Sigma throughout plants, setting stretch goals through strategic planning and growing leadership skills through mentorship from highly skilled executive team.



- ▶ Handled operations, manufacturing supply chain, technology, and logistics, with authority for **dual locations in the U.S.**; gained exposure with management influence on pending buyout in Europe.
- ▶ **Improved productivity 28%**, product yield 7%, and cost reductions 10% through application of Six Sigma.
- ▶ **Tapped to follow acquisition** at Rudolstadt after spearheading acquisition and initial site improvement investment, accepting promotion to ensure expansion and upgrades in alignment with capital funding goals.

*Previous Experience Includes:*

## **DIRECTOR OF OPERATIONS – GX Technology**

*Managed retail business operations for 2nd-largest producer of pressure-sensitive tape in the U.S., handling high-technology, high-speed operation for products sold to stringent market requirements.*

## **VICE PRESIDENT OF OPERATIONS – Dover Rubber Company**

*Attracted new investors while dampening costs, boosting cash flow and developing product portfolio; won 3-year contract with GM after turning around and restructuring company.*

## **PURCHASING / PRODUCTION PLANNING / FINANCE / LOGISTICS / SALES – Kodak**

*Continually promoted to take positions of increasing scope inside multiple functional areas, working as territory rep before moving into operational, supply chain, and financial management roles.*

## E D U C A T I O N

MASTER OF SCIENCE IN ENGINEERING  
**Rutgers University**, Newark, New Jersey

BACHELOR OF SCIENCE IN INDUSTRIAL ENGINEERING  
**Northwestern University**, Chicago, Illinois

**Advanced Leadership Training**  
**ABX / Texas Instruments**

## **Résumé Strategy**

William had decided to position himself for the next step in his executive career, but wanted to stay in China or perhaps pursue opportunities in Hong Kong. To show his long tenure as an operational and revenue-focused executive, I used a composite title to represent the different career levels of interest to him (President, CEO, etc.), under the simple heading of Senior Executive.

To supply details on his record of top- and bottom-line growth, I added both an Executive results section, plus bar charts that showed a snapshot of simultaneous cost savings, profit increases, revenue improvement, productivity gains, and other achievements.

His background consisted of leadership roles at the operational and business unit level, where he had come in to turn around challenged sites, so the graphics were helpful in giving the reader an idea of how rapidly he had obtained these results.

William was most interested in looking at alternatives within smaller companies, so I chose to highlight his titles in a royal blue, drawing the reader's eye to the scope of his authority, with only partial emphasis on the employer names.

After sending his résumé to recruiters, William took an offer to serve as President and COO for a portfolio of 6 companies, operating under a signing agreement to take over as CEO in late 2011.