

# Carl M. Kline

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## Operations Executive

*“There are those who talk about getting things done and those who deliver. I deliver.”*

Can-do business leader and change agent who recognizes organizational weaknesses, plans and executes improvements, and drives the company’s vision for the future. Offer 10 years of Cabinetry industry expertise and experience leading production and non-production staff. Dedicated to business growth (1500% at current company), process improvement, and building successful teams. Lead by example—first to arrive, last to leave, and not afraid to roll up the sleeves and get dirty.

*“The owner once told me that I know more about the business than he does”*

Believe in learning every facet of a business from the ground up—fully understand operations, production, Sales & Marketing, and financial sides of business.

## Areas of Expertise

Operations, Business Infrastructure, Strategic Planning, Team Building / Leadership, Logistics, Distribution (JIT), Process Improvement, Outsourcing, Product Delivery, Business Development, Product Line Expansion, Employee Management, P&L

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## PROFESSIONAL SUMMARY

Archwood Cabinetry, Inc., Naples, FL (1995–Present)

**Vice-President—Operations** (2005–Present)

**Director of Operations** (2000–2004)

**Production Engineer** (1995–1999)

Established a state-of-the-art distribution model (including technology infrastructure) that currently accounts for more than 20% of total company revenue
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Plan and execute strategic growth initiatives ensuring the company’s long-term profitability. Define marketing, manufacturing, and operations goals; establish product enhancement, inventory sourcing, warehousing, distribution, quality control, and account development strategies and plans; develop business systems and infrastructure; and hold P&L accountability. Supervise 7 direct reports with accountability for 240 additional Operations and Manufacturing employees.

## Revenue & Profit Growth

- Enabled 15-fold revenue and 6-fold staffing growth through production flow changes that increased capacity; revenues grew from \$2M in 1997 to \$30M in 2007.
- Initiated new logistics system that nearly doubled freight revenues and added \$270K+ in bottom-line profit; helped eliminate logistics as a limiting factor to Archwood’s growth.
- Took over stagnant Pennsylvania sales territory (0% growth between 1998 and 2003) and quadrupled its revenues within four years—from \$500K to \$2.2M; sales projected to double over the next two years after negotiating and closing deals with the two largest wholesale building supply chains on the East Coast.

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**Vice-President—Operations** *(continued)*

***Change Leadership / Business Strategy***

- Created *Home Delivery* distribution strategy that has increased profits, improved freight tracking, reduced liabilities and risks, and enabled Archwood to focus on its core business.
- Spearheaded technology initiative that elevated Candlelight to industry leader in 3D design capabilities; leveraged existing technologies to deliver never-before seen capabilities on such a complex product line.
- Introduced, championed, and convinced senior leadership to create a factory sales representative position to help Archwood increase its share of the highly competitive Southeast woodworking market; volunteered for and concurrently serve in that factory sales representative position.
- Expanded product lines through outsourcing and new marketing initiatives; outsourcing enabled Archwood to cost-effectively compete with larger manufacturers.

***Process Improvement***

- Brought structure and oversight to inefficient Operations unit; assisted President in defining business, Sales & Marketing, product development, and customer service goals.
  - Improved on-time parts delivery to 97% (up from 50%) through Just-In-Time inventory system refinements; refinements were the result of a one-year study of vendor lead times and led to numerous production scheduling and capacity alterations and department-wide reorganization.
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**EDUCATION**

**Bachelor of Science—GeoMechanical Engineering**

(Certificate in Business Management)

University of Rochester, Rochester, NY

***Professional Development***

Supervisory Management Skills Certification—University of Florida

Micro-MBA Certification for Entrepreneurs—University of Florida

Management Development Training—Raymond James & Associates

***Business Software***

MS Office Suite (PowerPoint, Access, Word, Excel, Exchange), SQL, Crystal Reports, UPS

Planit (Cabinet Vision) Solid, 20/20 Design