

# ROBERT E. IRBY

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## MANUFACTURING AND OPERATIONS EXECUTIVE

STRATEGIC VISION & DIRECTION | CONTINUOUS IMPROVEMENT | OPERATIONS EXCELLENCE | LEADERSHIP DEVELOPMENT

**Manufacturing leader** with 20+ years of experience driving supply chain-related operations strategy, process improvement, and resource optimization for manufacturing and supply organizations. Foster a culture of inclusion and engagement through clear communications and coordination of efforts while creating new opportunities. Streamline operations, boost efficiency, and reduce complexity. Invest in corporate longevity via leadership development, enabling people to grow within the organization.

- **Served as PMO oversight of two critical design-build programs costing \$50M+ each during the COVID crisis** by leading a team of **15-20** experts in development, engineering, design, and defining customer requirements.
- **Led Operations of an 8-plant, 800+ member manufacturing team, while also directing central corporate functions.**
- **Drove a four-phase two-year project for Wis-Pak spanning five plants, resulting in a \$20M+ savings** by bringing equipment, supply, and storage in-house instead of relying on a third-party, leading to a **90%** reduction in inbound material freight.
- **Spearheaded the 2.5-year distillery build project from scratch amid the 2008 financial crash**, delivering it on time at **\$185M** total build cost and **\$250M** financing despite multiple layers of challenges and limited data.

## AREAS OF EXPERTISE

Operations Management | Strategic Planning & Development | People Management | Customer Solutions  
Culture of Inclusion | Relationship Building | Customer Experience | Program Management  
Multi-Site Project Oversight | Performance vs Target Goals | Business Process Improvement | Cost Reduction  
Cross-Functional Leadership | Cross-Team Collaboration | Vendor Selection | Change Management  
Audit Readiness & Compliance | Real-Time OEE & KPI Reporting | Lean Methodology | Financial Analysis | Justification

## PROFESSIONAL EXPERIENCE

### REYES COCA-COLA BOTTLING | Grand Rapids, MI | 2021 to Current OPERATIONS DIRECTOR

Leads the Operations and Maintenance teams to deliver significant business improvements. Delivers workforce engagement and ownership. Provides leadership and accountability for the plant.

- **Led operations team to 20% productivity improvement in first 6 months, during the COVID crisis.**
- **Drove improvements in employee hiring and onboarding processes** to achieve hiring and retention goals.
- **Provided leadership and accountability for plant processes** to improve operations and ensure compliance to company and industry standards.

### INTER-TECH LTD | Atlanta, GA | 2019 to 2020 SENIOR DIRECTOR, PROGRAM EXECUTION

Chart actionable business strategy, vision, and direction to drive program execution across multiple locations. Oversee project phases from development through implementation. Map all tasks to exceed customer expectations and ensure on-time delivery. Interact closely with the clients to develop new capabilities based on their requirements and goals. Forge and nurture trust-based customer relationships as well as collaborate across the organization. Direct internal and external project reports.

- **Headed PMO for a \$50M+ California design-build program during the COVID crisis**, leading **15-20** experts in engineering, design, and cohesiveness among diverse client requirements and goals, leading to a fully functional and efficient plant.
- **Avoided a 2%-3% loss in corporate productivity** by putting a client plant back on track for on-time delivery after building a team of **12** indirect and plant staff to keep the project moving forward through a transition period.

## PROFESSIONAL EXPERIENCE (CONTINUED)

### **WIS-PAK, INC. (Independent Pepsi Manufacturer & Distributor) | Watertown, WI | 2013 – 2019** **SENIOR DIRECTOR, OPERATIONS PLANNING & DEVELOPMENT**

Steered operations and manufacturing across an 8 plant, 100 million case operation, with 800-900 production associates. Also directed quality, engineering, and EH&S. Led program development, acquisitions, and brand management processes. Oversaw process improvement to boost efficiency through modernization efforts and tactical change management. Leveraged cross-functional collaboration, with internal teams and external partners to ensure achievement of targeted objectives.

- **Triggered a \$20M in annual material supply savings with a two-year payback** by directing and developing the implementation of a complex vertical integration program spanning five plants.
- **Spearheaded lean continuous improvement projects with \$7M-\$8M in savings and greater efficiency in the first year** via lean process enhancements across **8-5** primary and **3** small plants.

### **DIAGEO NORTH AMERICA | Plainfield, IL | 2011 to 2012** **DIRECTOR, STRATEGIC PROGRAMS**

Provided strategic direction on core operations. Propelled forward progress of complex programs to increase capabilities and flexibility. Identified value-added projects that support organizational targets, then created consensus and put the vision, objective, and planning into action. Chose capable vendors to advance program goals and built a cross-functional team based on a people-first culture of inclusion and growth. Partnered across departments on cost-effective design and functionality.

- **Boosted supply efficiency and delivered a complex program on time and within budget**, facilitating new product production and shipping of larger volumes while leading **100+** employees and contractors.
- **Cut cost, eased brand delivery, national distribution of \$85M in new capabilities, and simplified the footprint** of the North American supply center by consolidating a company-owned and third-party plants into the Plainfield site.

### **DIAGEO NORTH AMERICA | Plainfield, IL | 2008 to 2010** **DIRECTOR, PROJECT ISLAND, USVI DISTILLERY**

Led program direction, optimized operations processes, and the internalization of previously outsourced production to bring it to the Virgin Islands. Motivated and developed a cross-functional team spanning engineering, procurement, operations, marketing, finance, and technical. Oversaw governance and on-time program delivery while mitigating business risks and eternal delays. Identified new client solutions in close partnership with the Virgin Island team and the governor's office during a government-supported project.

- **Drove a \$185M distillery development project in the U.S. Virgin Islands with \$250M financing**, leading a **200+**-member team to improve processes for better program resourcing, vendor selection, and approval of the Coastal Zone permit.
- **Collaborated with leaders in Ireland, Scotland, Puerto Rico, Mexico and Spain** on project deliverables and goals by optimizing resources, building relationships, and securing **\$30M** in interim funding during the global financial crisis.

## ADDITIONAL EXPERIENCE

**Director, Strategic Programs** | Diageo North America | Plainfield, IL | 2001 to 2012

**Manager, Conversion & Conversion Finance**, Seagram Acquisition | Diageo North America | Plainfield, IL | 2000 to 2001

## EDUCATION

**BA – Bachelor of Arts in Economics, Minor in Finance & Management Science**  
University of Maryland, Baltimore County | Baltimore, MD

**MBA – Supply Chain**  
University of Wisconsin, Whitewater  
Anticipated May 2023