



Retained Executive Search Director of Operations Position Specification

Retained Executive Search Director of Operations (Direct Report to Chief Executive Officer) Position Specification

Evolve Additive Solutions is a growing hi-tech manufacturing capital equipment company serving multiple market segments. This search will replace the current Director of Operations.

Location: Our Client requires candidates to relocate to support working out of Evolve's Minnetonka, MN corporate headquarters to successfully integrate into and be contributing part of the cross-functional team while achieving the objectives associated with the role.

Compensation: Industry competitive W2 compensation plus equity incentive consistent with a growing hi-tech manufacturing capital equipment company serving multiple markets, and consistent with the specific employee's compensation history and ability to add value to the company's business objectives.

Market Opportunity: Additive Manufacturing market forecast to reach \$51B by 2030.

[April 8, 2021] Lux Research, Boston, Massachusetts, USA, a provider of tech-enabled research and innovation advisory services, has released a new report, 'Will 3D Printing Replace Conventional Manufacturing?', which anticipates the Additive Manufacturing (AM) market reaching \$51B within a decade.

The report also breaks down the industry's market size and growth by application and material, providing an outlook on what impact AM will have on the future of manufacturing, and how strategies and business models will evolve with it.

The value of additively manufactured parts is reported to rise at a 15% compound annual growth rate (CAGR) from \$12 billion in 2020 to \$51 billion in 2030. "The largest share of this growth will be in end-use parts, which are just 23% of the market today, but will reach 38% share in 2030," stated Anthony Schiavo, Research Director and one of the report's lead authors. "The medical and dental industries will account for the largest share of end-use parts, reaching \$4.5 billion in 2030, followed by aerospace at \$3.9 billion."

"3D printing will be a key in the future manufacturing landscape thanks to benefits that it can bring over injection molding, machining, casting, or other conventional methods," added Schiavo. "These benefits include customization and personalization, the ability to create complex geometries, part consolidation, and, in some, cases lowering costs."

The growth in the global Additive Manufacturing market creates huge opportunity for Evolve.

Evolve Additive Solutions:

Evolve is a growing hi-tech manufacturing capital equipment company serving multiple market segments.

The Opportunity: Director of Operations

The Director of Operations is a high-visibility mission critical role. Evolve's corporate headquarters is located in Minnetonka, Minnesota, the Director of Operations is responsible for leading all aspects of the company's capital equipment manufacturing and operations activities. The position will report directly to Evolve's Chief Executive Officer.

The Director of Operations serves as an Executive Committee member responsible for strategic leadership. This individual will develop and implement strategic operational strategies that align the company to new business growth while improving existing operational effectiveness. Focus areas include meeting business plan requirements and improving operational effectiveness especially in planning for future growth, reducing cost of goods sold, improving product quality and efficiency, and meeting all established regulatory compliance & safety requirements.

Position Profile

The Director of Operations will utilize their proven senior management experience in Evolve's highly dynamic setting. Your organizational, communication, and leadership skills are second to none and you enjoy developing solutions that push innovative boundaries. You will work closely with executives to strategize and develop long-term plans that usher in new levels of productivity and success.

Essential Skills, Duties and Responsibilities include the following:

- Supervises and leads the Operations Team.
- Oversee day-to-day company operations, service, and information technology.
- Define and implement operations strategy, structure, and processes.
- Manage the quarterly and annual budgeting process and P&L responsibilities.
- Monitor performance to proactively identify efficiency issues and propose solutions.
- Maintain a working knowledge of all phases of operations.
- Develop strategic planning for the direction and control.
- Formulate long-term objectives and standards of performance for the department.
- Assure that department achieves objectives and project completion within budget and time frame.
- Be a student of current industry trends, ensuring the company maintains and expands its technology leadership position.
- Motivate staff and provide technical direction and guidance, as well as hands-on project management, recognizing the role as that of both manager and support resource / mentor.
- Interview, hire, train, and mentor the operations team. Acquire necessary resources to meet scheduled commitments.
- Lead definition of operations, manufacturing, service, and information technology strategy
- Select, contract, and manage suppliers and own quality, cost, and lead-time of purchased material.
- Establish and maintain Bill of Material, purchasing, and change order process.
- Manage inventory, assembly, logistics, and facility operations.
- Manage health, safety, and environment.
- Establish and continuously improve Manufacturing, Facilities, and HSE processes
- Select and implement ERP and other core Operations-IT solutions
- Recruit and supervise internal resources, develop their professional competence, and maximize their business contribution.
- Select, contract, and manage service providers.
- Plan, justify, and execute capital projects.
- Support Sales by providing lead time guidance and on-time delivery of hardware, materials, and on-going service and support. Support the order to cash system by providing and maintaining an IT and ERP infrastructure.
- Support product and technology development activities by providing key insights, defining requirements, and providing resources.
- Perform assembly, testing, and facility improvement and maintenance tasks.
- Define architectures and roadmaps, manufacturing strategies, department schedules, budgets, business processes and KPI's, and supervise corrective and preventive action.

In this role, you will contribute to transforming the global manufacturing industry and working on the world's most advanced manufacturing technology and bringing it into mainstream production manufacturing. This executive works cross-functionally with Evolve's executives, peers, subordinates, customers, analysts, and key opinion leaders daily to ideate, support, strategize, implement, and guide business growth from an operations perspective.

The ideal candidate must be very comfortable with a hands-on, multi-dimensional, high-visibility, leadership role demanding high levels of cross-functional, executive, customer and industry stakeholder interaction. Evolve is looking for a well-balanced business and execution leader who will thrive in this fast-paced, highly-collaborative, team-oriented environment. This person must be flexible to the dynamic nature of Evolve's business demands and must be a strong agent for positive change. This type of challenge is a selling point for the right individual, who can appreciate the magnitude of this breakout opportunity.

The following characteristics and experience will describe the successful candidate:

- The ideal candidate must possess at least 7 - 10-years' experience leading manufacturing of capital equipment incorporating new core technology and including successful volume scaling greater than 3x.
- Must possess at least 5-years' experience in an Operations role in an ISO-certified manufacturing organization, with substantial accomplishments in business process improvement.
- Must possess at least 5-years' experience outsourcing and managing suppliers of electromechanical assemblies with significant achievements in quality, cost, and lead-time improvement.
- Must possess at least 5-years' experience supervising teams of more than 5 full-time direct employees.
- Must possess experience justifying and implementing successfully capital projects greater than \$250K.
- Must possess advanced skills in contracts, ERP system implementation, Lean manufacturing, and structured problem-solving frameworks such as Six Sigma or 8D.
- Possesses familiarity with:
 - Phase-gate Product Development and Introduction processes.
 - Engineering change order process and control.
 - International transport and logistics.
 - UL, CSA, CE and other product-safety certifications.
 - Typical manufacturing processes, materials, and Engineering standards and conventions.
 - Process Development Engineering.
- Possesses a proven track record as a team leader with an understanding of management practices.
- Possesses demonstrated project and budget management skills.
- Possesses strong business acumen with a broad understanding of fundamental business principles.
- Possesses analytical problem-solving skills with an impeccable attention to detail.
- Possesses ability to set overall strategy and drive process improvement.
- Possesses excellent oral and written communication skills. Able to inspire and keep effective working relationships with employee and partners.
- Possesses strong interpersonal skills with ability to collaborate and build a consensus in a high-pressure environment.
- Is authorized to work in the United States and without travel restrictions.
- Position requires candidates to relocate to support working out of Evolve's Central Time Zone corporate headquarters to successfully integrate into and be contributing part of the cross-functional team while achieving the objectives associated with the role.
- Possesses a BS or equivalent academic grounding.

Differentiating Characteristics:

- MBA, MS, or higher education
- Professional certifications
- Additional experience and skills, especially:
 - Web handling
 - Polymer processing
 - Plastics manufacturing
 - Electronics manufacturing
 - Chemical safety
 - Facility acquisition
 - Mechatronics
 - Machine vision
 - Process or motion control software
 - Specialized fabrication processes

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