

LEE CRESSI

Chesapeake, VA

lcressi@yahoo.com

cell 408-201-2700

SUMMARY:

Results-oriented Director of Operations and NPI offering track record improving operations effectiveness, reducing cost, and launching new products in the U.S. and Asia. Highlights:

- Led turnaround of microwave operation, increasing gross margin 44%. Built engineering team, reduced field failures 67%, and won new business.
- Reduced product cost 20% through LEAN, supply chain cost reduction, and automation.
- Developed disk drive manufacturing process, improved yield 44% during pilot, and led transfer to Asian factory on schedule for ramp in \$350M business.
- Drove supply chain cost reduction of 22% leading commodity cost reduction team.
- Improved productivity 32%, on-time delivery 20%, yield 29%, in \$40M laser operation.

PROFESSIONAL EXPERIENCE:

Coherent Inc. Santa Clara, CA

2004-2008

Director, Manufacturing Operations - Semiconductor Lasers, Solid State Lasers

Achieved improvement in operating results and reduced COGS 20% on core product, by establishing objectives, launching cost reduction initiative, and sponsoring CIP teams, while managing MPS to maximize revenue. Led \$40M fab and packaging team of 80, later \$65M laser operation.

- Reduced supply chain cost \$950K annually by leading teams that consolidated suppliers, outsourced assemblies, and used low cost country sourcing. Improved gross margin by 2 points.
- Increased productivity 32% on core product, initiating LEAN transformation.
- Reduced diode laser cost 54% by executing substrate roadmap and improving yields 29%.
- Launched inventory reduction program, reducing cycle time 14%, applying demand-pull with kanbans, and optimizing Oracle MRP.
- Streamlined organization, reducing fixed cost 26% while improving effectiveness.
- Grew revenue by increasing production output of key product 54% on short notice.
- Improved on-time delivery 20% and service advance replacement availability 41%.
- Achieved ISO-9001 certification and conducted six-sigma quality reviews with DMAIC status.

New Focus Inc. & Bookham JCA Inc. San Jose, CA

2001-2004

Photonics Manufacturer and Microwave Amplifier Subsidiary

Director, Engineering & Manufacturing - Bookham JCA (Acquired by Endwave)

Turned around microwave radar amplifier business, resulting in 44% gross margin increase. Led operations and development, hiring capable manager and engineers to rebuild team. As C.O.O. of JCA subsidiary, owned P&L and led group of 70, adding supply chain, finance, and sales.

- Reduced manufacturing labor cost 25% through broad initiative including DFM, process changes, and increased production linearity. Reduced overhead cost by analyzing and re-sizing operation.
- Improved on-time delivery 25% and reduced in-warranty field return rate by 67%.
- Grew revenue at defense customers by improving business process in selecting opportunities, bidding, and spec review. Leveraged technical competencies and improved execution.
- Led manufacturing due diligence, resulting in successful sale of JCA division to Endwave
- Set up systems for classified work and ITAR export controls.

Director, Manufacturing Engineering, Operations - New Focus (Acquired by Bookham)

Led manufacturing engineering, pilot, production for telecom and test equipment tunable lasers.

- Completed new product pilot exit milestone and shipped first revenue on schedule.
- Accelerated new product pilots after downsizing production line during industry downturn.

Candescent Technologies Corp. (Flat Panel Display Startup) San Jose, CA 1997-2001**Director, Test**

Built and organized team, recruiting managers and engineers for test operations and test engineering in a prototype thin film and display line, and test development for volume fab.

- Established company yield improvement system and led task force that increased HV yield 60%.
- Demonstrated technologies for complex high-speed testers, developed procurement strategy. Formed alliance with Asian suppliers, leveraging existing platforms and reducing tester costs.
- Improved gage R&R and throughput of vacuum-based pilot test equipment.

Micropolis Corp. Chatsworth, CA**1987-1997****Director & Sr. Director, Manufacturing Engineering and Pilot Operations**

Introduced multiple disk drive generations on schedule for \$350M business, reducing time to market.

Developed, qualified, documented, and delivered assembly and test process, equipment, and software. Led yield improvement and transfer teams to Asia. Later, added pilot line and production of RAIDS and video servers. Eight departments with \$9M budget and team of 107.

- Reduced labor cost 29% and steps 50%, by re-engineering the test process and applying DFT.
- Saved \$1.75M by increasing Singapore assembly line throughput 60% through process changes.
- Applied new pilot method, lowering cost by 54% and improving product readiness for ramp.
- Improved test yields by 44% during pilot and ramp phases.

Manufacturing Engineering Manager

Managed process engineering, test process qualification, and documentation of assembly and test instructions, and led yield teams, improving production test yields by up to 35%.

- Reduced test process steps by 37% as leader of simplification task team.

General Electric Co. Consumer Electronics Div. Portsmouth, VA**1977-1987****Manufacturing NPI Program Manager**

Created manufacturing plan for cable TV set-top box. Managed 3 engineers and proto build area.

- Obtained approval of \$6M capital expenditure and guided product through installation of production equipment and successful pilot and production start in Singapore plant.

Prior Positions of Increasing Responsibility at GE

- Introduced electronic tuner in Singapore production, achieving \$2.8M annual savings in the division's first SMT application. Improved product DFM, obtained approval of \$1M capital.
- Automated TV cabinet removal from mold machines using robots, saving \$60 K annually.

EDUCATION:

M.B.A.	Old Dominion University	Norfolk, VA
B.S.E.E.	Yale University	New Haven, CT