
NANCY RICHARDSON

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OPERATIONS MANAGEMENT EXECUTIVE

Supply Chain Management ▶ Planning & Inventory Management ▶ Logistics ▶ Systems Implementation
Startup, Turnaround & High-Growth Companies — High-Tech & Manufacturing Industries
MBA – International Business & Finance

Strategic thinker able to implement global business processes and operational strategies that reduce costs, increase profit margins, and create new revenues streams for startup and turnaround companies. Broad-based, global management experience with companies operating in highly competitive industries. Strong reputation as change agent and thought leader.

CAREER HIGHLIGHTS

DIRECTOR, SUPPLY CHAIN – Tesla Motors, San Carlos, CA 2005 to present

Strategic Objective: Implement low-cost supply chain process for the first, electric US auto; recruit, hire, and train talented management team for global operations.

Actions & Results: Identified and implemented an ERP system that accommodate company's long-term growth.

—Devised effective processes that increased company's capacity/capability for developing 20+ vehicles with concurrent engineering changes in 18 months.

Strategic Objective: Build solid hardware and software ERP infrastructure to accommodate financial management, manufacturing operations, sales and service components within company.

Actions & Results: Assembled cross-functional team, defined project requirements and selected SAP system. Consequently formulated and executed a project plan for implementation in North America and Taiwan.

—Deployed finance, materials, production and quality, sales, service, project management and accounting systems within budget and time constraints.

SENIOR DIRECTOR, FAB SOLUTIONS – *Metron* (subsidiary of Applied Materials), San Jose, CA 1999 to 2005

Strategic Objective: Identify and develop new product line for company facing shrinking market share, diminishing revenues, and loss of distribution rights for its largest, revenue-generating product.

Actions & Results: Conducted a SWOT analysis, developed product/supplier strategy and evaluated strategic partners to collaborate with Metron. Established an e-commerce website to channel additional sales.

—Increased market share 15% and stabilized revenue stream profitability despite operating with reduced sales team in a declining market.

SENIOR DIRECTOR, SUPPLY CHAIN MANAGEMENT – *Applied Materials*, Santa Clara, CA 1997 to 1999

Strategic Objective: Improve inventory performance for the Customer Productivity Support division and implement infrastructure and processes to transform division into a revenue-generating center.

Actions & Results: Conceived strategic plan to reduce excess inventory levels, and increase inventory turnover through creative fulfillment models. Decreased inventory costs \$20 million by establishing vendor management inventory programs.

—Eliminated outdated, obsolete inventory and boosted service performance from 85% to 93% within 12 months. Retained customer base and grew revenues from \$600 million to approximately \$1 billion.

SENIOR DIRECTOR, SUPPLY CHAIN MANAGEMENT continued

Strategic Objective: Outsource warehouse operations to global business partner and lead planning efforts to develop logistics infrastructure model for three global warehouses.

Actions & Results: Installed warehouses in Taiwan, Kentucky, and Munich and partnered with United Parcel Service to satisfy client requests and orders within 48 hours.

—Generated millions in cost savings for customers by developing processes that allowed delivery of mission-critical materials to be completed within 48 hours instead of 72 hours.

—Completed major warehouse installation within 12 months and installed subsequent locations in Munich, Germany in just nine months.

Strategic Objective: Leverage human and capital resources and increase collaboration, joint efforts and cooperation among company's global service businesses in Japan, Korea, China, Taiwan, and Singapore.

Actions & Results: Pinpointed central location to install a consolidated warehouse in Asia; assembled an Asian supply chain management (SCM) organization; and devised processes to cut inventory costs and improve service performance throughout Asia.

—Trimmed regional inventory storage costs by 14% by structuring appropriate inventory levels and engaging low-cost, Asia-based suppliers.

**VICE PRESIDENT, BUSINESS DEVELOPMENT – Micronics, Fremont, CA
DIRECTOR, MATERIALS/OPERATIONS**

1994 to 1997

Strategic Objective: Identify new business opportunities for company despite intense industry competition and recent loss of its biggest largest customer account.

Actions & Results: Negotiated with Taiwanese supplier to gain exclusive distribution rights and sell product under company's private label.

—Increased projected annual sales by 20% and successfully sold new product at 15% profit margin.

Strategic Objective: Develop and implement supply chain business processes/strategies; secure viable contracts to stabilize materials cost; and achieve revenue projections and customer needs in aggressive timeline.

Actions & Results: Created formal sales and operation planning process and established standard schedule for product development activities.

—Slashed backlogged, past due orders from 80% to 5% and further reduced manufacturing costs by outsourcing portions of production.

—Realized all production requirements within five months without increasing production costs.

DIRECTOR, MATERIALS – Trimble Navigation, Sunnyvale, CA

1992 to 1994

DIRECTOR, MATERIALS – Maxtor Corporation, San Jose, CA

1989 to 1992

EARLY CAREER: Held several positions in production control, materials/project management and material control for major companies like Seagate Technology, Xebec and Varian Associates.

EDUCATION

MBA – Focus in International Business and Finance, Santa Clara University

BS – Applied Economics, University of San Francisco