

**NANCY RICHARDSON**

26300 Curry Street  
Pleasanton, CA 94588  
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**CAREER PROFILE:**

**OPERATIONS MANAGEMENT EXECUTIVE** with more than 20 years experience in project management and strategic planning and leadership of operations. Consistently successful in delivering projects to plan, fulfilling customer expectations, increasing productivity and product quality, improving net profitability and reducing costs. Substantial experience in both domestic and international markets. Strong international leadership and management skills.

Expertise includes program management, operations, system analysis and implementation, order fulfillment, revenue and inventory forecasting, new product introduction, planning and inventory management, strategic sourcing, and training/development.

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**EXPERIENCE:**

**TESLA MOTORS, San Carlos, California**

***Director Systems and Logistics Mar 06 to present***

Start-up electric vehicle manufacturer. Responsibilities include the selection, development and implementation of a global ERP system, including engineering development tools and CRM infrastructure to provide the platform for future growth, from new product development to CRM. Developed strategic principals/partners for global logistics (raw material and finished vehicles) while, developing the global supply chain. Co-lead developing the aftermarket infrastructure for Tesla-owned customer service centers, both labor and parts with the Sales and Service organization.

**METRON, San Jose, California (subsidiary of Applied Materials)**

***Senior Director Fab Solutions 2005 to Mar 06***

Responsibilities include developing strategic principals/partners and the product portfolios to support the largest revenue segment within Metron, increasing margin share while retaining or enhancing margin performance. eCommerce project management, marketing program development. Directing a staff of 7 senior product managers.

**APPLIED MATERIALS, Santa Clara, California**

***Senior Director Supply Chain Management 1999 to 2005***

Sr. Director Spares Operations for Applied Materials Asia (one year assignment starting September 2002 to 2004), then for North America. Responsibilities include developing strategic sourcing alliances to support the fastest revenue growth segment of Applied, inventory planning and optimization, global pricing alignment, and enhancing the capabilities and performance of the Asian distribution center. Directed multiple IT projects, from WMS to Supplier Collaboration.

Previously responsible for global supplier management, logistics, planning and purchasing, in-house production, and inventory management for the Customer Productivity Support division (spare parts and service). Directed a staff of over 300.

- Established three new global distribution centers; outsourced global warehousing and distribution with a major 3PL partner in a one year timeframe
- Redesigned the global reverse logistics process that reduced warranty costs by 2% of revenue , requiring strong international collaboration skills and systems expertise.
- Annual spend in excess of \$1B reduced through global vendor managed inventory programs
- Implemented exchange programs for failed parts to reduce inventory, warranty costs, and leadtime
- Implemented global supplier contracts for over 70% of annual spend items netting cost savings of 10%

### **MICRONICS, Fremont, California**

#### ***Vice President of Business Development 1996***

Responsible for identification and analysis of business opportunities to enable expansion of product offerings, revenue, and customer diversification. Scope included market analysis, product pricing and costing, feasibility studies, business plan generation, and contract negotiation. Directed a project to locate partners for alliances and introduce products into production. **Director of Materials/Operations 1995 to 1996**

Focused on customer satisfaction with quality and timely delivery while maintaining corporate margin objectives. Implemented software to enable an integrated business planning system. Responsibilities included supplier management, order fulfillment, material and production planning, inventory control, logistics, procurement, and an IPO office located in Taiwan monitoring offshore manufacturing and procurement. Later assumed responsibility for production, both high volume/low mix and low volume/high mix. Directed a staff of 150.

- Directed weekly revenue meetings to align sales forecast with production schedule and insure customer and corporate goals were obtained.
- Reduced inventory by 45% with a corresponding increase in sales of 30%.

### **TRIMBLE NAVIGATION, Sunnyvale, California**

#### ***Director of Materials 1992 to 1994***

Critical material supply position focused on procurement and strategic sourcing to deliver a continuous flow of defect free material to manufacturing at a competitive cost for the PCBA division. Responsibilities included procurement, corporate document control, material and production planning, logistics, inventory control, and information systems development and support. Directed a staff of 40.

### **MAXTOR CORPORATION, San Jose, California**

#### ***Director of Materials 1989 to 1992***

Senior-level position directing domestic and international materials management functions for a \$1.4 billion corporation. International responsibilities included supplier management, planning and inventory forecasting, inventory management, new product introduction and technology transfer. Domestic responsibilities included material and production planning, logistics management, procurement, system analysts, and field service operations. Recruited, trained and supervised a staff of up to 100.

- Reduced vendor base and implemented volume purchase contracts for a net annual savings of more than \$5 million
- Consolidated operations and different database platforms to develop an integrated worldwide resource management system
- Appointed **Operations Director** in Special Projects, November 1990. International assignment to provide on-site management expertise. Project highlights included:
- Malaysia -- Appointed to the negotiation team responsible for the sale of the Malaysian facility to Read Rite Corporation (major product supplier to Maxtor). Directed a complete reorganization plan that increased production from less than 50% to 90% of customer demand within two months.
- Hong Kong -- Implemented an aggressive reorganization and improvement program that reduced inventory 25% and increased customer on-time delivery 25%. Initiated a ship-to-stock program with suppliers, designed a vendor rating system, and managed both subcontract and turnkey PCBA vendor relationships.

Earlier professional experience includes:

**Director of Material Control, SEAGATE TECHNOLOGY, Scotts Valley 1986 to 1989**

**Materials Manager/Project Manager, XEBEC, Sunnyvale 1981 to 1986**

**Production Control Supervisor, VARIAN ASSOCIATES, Palo Alto 1979 to 1981**

### **EDUCATION:**

**MBA/International Business and Finance Concentration, Santa Clara University, 1990**

**BS/Applied Economics, University of San Francisco, 1985**