

Juan C. Castro

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BRANCH / PRODUCTION / MANUFACTURING / SUPPLY CHAIN / OPERATIONS LEADER

SUMMARY

Accomplished Manufacturing, Operations, and Supply Chain Leader with a proven track record of revitalizing wholesale, distribution, and manufacturing organizations, propelling them toward lean, efficient, and profitable operations. Leveraging over 20 years of management and military experience, I excel in analyzing sales data, forecasting, and optimizing manufacturing and inventory management processes to elevate critical metrics such as Overall Equipment Effectiveness (OEE), profitability, on-time shipments, and overall service levels, with a holistic approach focusing on EHS (Environmental, Health and Safety). Fluent in both Spanish and English, I adopt a servant leadership approach to spearhead large-scale process improvement initiatives, driving organizational success and fostering a culture of continuous improvement.

KEY COMPETENCIES

- Operations Leadership / Strategic Planning
- Inventory Strategy / Purchasing / Supply Chain
- P&L / Budget Planning / Forecasting
- Branch Management / Production Management
- Manufacturing / Production / Facilities
- Sales Forecasting / Sales Leadership
- Oracle / INFOR / JDE / SAGE / Acumatica
- Team Leadership / Hiring / Recruiting
- Servant Leader / Complex Problem Solving
- Lean Manufacturing / Six Sigma - Black Belt

PROFESSIONAL EXPERIENCE

Branch Sales Manager - Custom Pipe & Fabrication, Pleasanton, TX

02/2022 – 10/2023

- Strategically planned and oversaw the successful launch of a new facility that custom fabricates ductile pipe and distributes column pipe
- Led the facilities build-out as the project manager from inception to completion, including coordinating with various trades, while guiding and overseeing all improvement projects and schedules
- Developed inventory processes from scratch, establishing inbound and outbound procedures to ensure efficient operations and collaborated with sales representatives to build inventory stock, aligning inventory profiles with market and customer needs
- Achieved impressive revenue growth from \$0 to over \$3M in less than 18 months, maintaining an average 35% gross profit margin

Director of Manufacturing - Neopod Systems, New Braunfels, TX

10/2020 – 02/2022

- Provided leadership across the supply chain in a state-of-the-art production facility that prefabricated architectural commercial building components. Responsible for 5 direct and over 130 indirect reports and a yearly revenue in excess of \$24 million
- Developed and implemented manufacturing strategy and aligned all supply chain activities by driving financial and operational performance across the organization
- Communicated and modeled good business practices to support the company's core values
- Worked collaboratively with Engineering, Design, and Quality teams to reduce sourcing costs, make manufacturing improvements, and increase manufacturing yield
- Accessed, compiled, and analyzed financial, manufacturing, product health, and operational performance data and metrics, and then presented results in clear messages and reports

Procurement, Planning & Customer Service Manager - Vitromex USA, San Antonio, TX

02/2017 – 09/2020

- Managed the procurement of **over 900 SKUs** with **over \$39M of yearly revenue**, ensuring optimal inventory levels to support sales initiatives
- Overhauled inventory reporting and product availability, production schedules, and purchase order processes to enhance efficiency and accuracy, while implementing a safety stock program based on sales history data and sales team forecasts, improving lead times, and streamlining replenishment processes
- Spearheaded a project that eliminated all discontinued items, significantly improving inventory accuracy and reducing errors
- Improved inventory turns and distribution center fill rates by addressing aging orders and optimizing order fulfillment processes
- Collaborated closely with the production planning team in Mexico to align production schedules with US market demand and compliance requirements

Republic Plastics, McQueeney, TX

10/ 2014 – 02/2017

Warehouse, Scheduling and Materials Supervisor

04/2015 – 02/2017

- Promoted to oversee warehouse, production scheduling, and materials planning processes for 12 thermo-formers, managing a team of 2 direct and 8 indirect reports, and supervising assets totaling \$150K in equipment and **\$2.9M in inventory**
- Implemented and enforced cycle count procedures, leading to a 50% increase in inventory accuracy, and developed and established a safety stock program, leading to **on-time shipment** improvement **from 92% to an exceptional 99.7%**
- Successfully reduced production line equipment changeovers by 30%, enhancing operational efficiency and minimizing downtime

Production / Manufacturing Supervisor**10/2014 – 04/2015**

- As the supervisor overseeing 58 direct and 2 indirect reports at an extrusion manufacturer serving major corporations like Costco, Target, Aldi, Kroger, Walmart, and HEB, I implemented significant changes that resulted in remarkable improvements across various metrics:
- **Process Overhaul:** Within the first 60 days, initiated a comprehensive overhaul of processes, personnel, and training, leading to an enhancement in shift efficiency by 2.75 performance points, increased shift throughput of 59%, and a reduction in the error rate of 65%
- **Improved Staff Retention:** By partnering with a staffing agency and revamping our hiring processes, successfully increased staff retention by an impressive 70%, ensuring greater stability within the workforce and contributing to sustained productivity gains
- **Performance Turnaround:** Within just 5 months, I orchestrated an unprecedented performance turnaround, elevating the shift from the lowest to the second-highest performing. This achievement was accompanied by an efficiency improvement of 5.1 points and an increase in throughput of 40.9%. Additionally, the quality attainment surged to an average of 97%, marking a remarkable improvement of 20 points

Branch & District Sales Manager - American Tile & Stone, San Antonio, TX**05/2011 – 10/2014**

- Led sales and operations of a wholesale business unit, with full profit and loss (P&L) and an inventory value of over \$450,000
- Managed a team of 6 direct reports and 5 indirect reports, overseeing assets valued at \$400,000
- Immediately addressed inventory accuracy challenges by implementing and enforcing regular cycle counts, resulting in an 85% improvement in inventory accuracy
- Identified staffing needs and recruited personnel to effectively manage operations, warehouse, customer service, and showroom areas, ensuring smooth operations and excellent customer service
- Achieved significant improvements in operational efficiency, including a 75% reduction in wait times and a 19% increase in monthly sales

Interceramic Tile & Stone Gallery**01/2006 – 05/2011****Branch & Regional Sales Manager, El Paso, TX****01/2009 – 05/2011**

- Promoted to manage wholesale and retail business center's sales and operations performance with full P&L responsibility and an **inventory valued above \$650,000**. Oversaw **3 direct and 12 indirect** reports and \$350K in equipment
- Enhanced builder and dealer buying programs, coordinated vendor training and certification for the team, traveled to meet key clients, and created a rebates program for select products
- Generated gross profit margin of 40% and grew revenue by 7% during the national mortgage recession

Regional Operations Manager, San Antonio, TX**01/2006 – 01/2009**

- Successfully oversaw the operations of 2 geographically separate wholesale stores, maintaining full P&L responsibility for an **inventory valued at over \$3.2M**. Led a team of 27 associates while providing instrumental training and leadership in the strategy and logistics of process improvements leading to a +15% in sales growth
- Improved operational efficiency by 65%, increased labor productivity by 60%, on-time delivery from 93% to 99.6%, slashed overtime utilization by 70%, improved inventory variances by 91%, and customer pickup average by 81%, and slashed wait time from 80 to 15 minutes
- Oracle Enterprise ERP team member for development, testing, training, and implementation roll-out to 25 facilities

Supervisor Manufacturing Process - Clarke American Checks, San Antonio, TX**04/2001 – 12/2005**

- Managed production operations equipment with a staff composed of 12 direct reports overseeing weekly production and manning schedules, quarterly and semi-annually appraisals, weekly payroll reviews, vacation scheduling, daily inventory, quality control, and quarterly process improvement initiatives
- Championed Lean, TPM, TQM and 5's methodologies applied to value stream process improvement
- Achieved spoilage and waste reduction of 15%, improved average OEE (Overall Equipment Effectiveness) by 21% across all web presses, reduced product defects by 30%, improved on-time delivery by 6%, while maintaining a high customer satisfaction rate of 99.4%

EDUCATION

- Lean Manufacturing Certification
Productivity, Inc. – Nashville, TN
- B.A. in Political Science
Pontifical Catholic University of Puerto Rico – Ponce, PR

MILITARY EXPERIENCE**United States Army****03/1993 / 04/2014**

Sr. Military Paralegal / Sr. Legal Specialist

09/1998 – 04/2014

Aircraft Armament / Electrical / Avionics and Missiles Sub-Systems Repairer, AH-1F, AH-64A and OH-58D

03/1993 – 09/1998