

DONALD J. WELSH, MBA

22 Parkwood Drive, St. Albert, Alberta, T8N 5L3

Home: (780) 460-8771 Cellular: (780) 271-8771

E-mail: dwelsh@dowelmgmt.com

SUMMARY

- Growth oriented executive manager with over 24 years of manufacturing, operational and business development experience.
 - Background includes responsibility for long-range business planning, budget creation, fiscal accountability, and human resource development.
 - Management experiences include M&A forensics and planning, operating capital reduction strategies, and proven process efficiency improvements.
 - Communications skills include presentation, motivation, negotiation, public speaking, and board relations.
 - Leadership skills in strategic change management, team building and increasing employee retention.
 - Experience with Lean Manufacturing, ISO, Total Quality and ERP implementation
 - Education includes an Operations Management T. Dip. and a Masters of Business Administration Degree.
 - Proficient with Microsoft Office applications including Access, Excel, Outlook, Visio, PowerPoint and Project
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CAREER HISTORY

Award Windows

Edmonton, Alberta

President

2006 - 2009

Formed and led a senior management team that created the strategic vision and a three year plan with performance milestones to double the size of the organization. After annual sales increases of 23% and 28% revenues in year two were \$17.5M. Third year target was \$20.2M in recessionary conditions.

- Developed and implemented solid business strategies that increased revenues at least 20% per year while maintaining above average profit levels.
 - Responsible for the creation and implementation of the Award 3P quality program with resulting weekly non-conformance reporting and continuous improvement milestones.
 - Past member of the eight person strategic planning committee for the Gienow Income Trust Fund group.
 - Recent member of the three person strategic planning committee of the privately held Gienow Group of Companies.
 - Formed a senior project team to select, justify and install a \$1.2M fully integrated ERP system including accounting, electronic purchasing and order scheduling, and web based customer access abilities.
 - Facilitated the creation of a four person branch office in Calgary, AB with sales, distribution and installation services capabilities.
 - Laid the foundation for 2010 revenue growth by recruiting the sales representation and creating the internal infrastructure to open two new southern BC territories.
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- Researched and finalized the decision to outsource Award's glass unit sub-component production resulting in operating capital reductions, production capacity increases and product quality improvements of approximately \$550K annually.
- Created a secondary market with existing Award customers for commercial glass units supply only by entrepreneurially utilizing the new supplier relationship resulting in increased freight efficiencies and flow through revenue increases.
- Prepared several merger and acquisition strategic opportunity assessments complete with site visits, due diligence investigations and synergy forecasts.
- Directed the senior production management team in shop floor changes that embrace lean management concepts, bar-code technology production flow controls and increased product quality.
- Formalized two distinct internal value propositions in preparation for a potential sale or separation of approximately of \$5M of installed services from the core manufacturing business.

Award Windows

Edmonton, Alberta

General Manager

1999 - 2006

Using creative business development methods and internal process improvement projects, Award's volume increased from \$2.5M to \$11.5M which largely contributed to the private ownership's ability to create a successful income trust public offering.

- Evolved in-house electronic price-book software into a closed loop ERP system complete with remote order placement and daily status updates.
- Created regionally specific product specifications to allow expanded market penetration in four provinces, two territories and two US states.
- Responsible for the purchase and installation of an Italian, CNC glass cutting line which increased throughput volumes by 70% and reduced scrap by 38%.
- Successful implementation of a certified, comprehensive health and safety program that resulted in yearly WCB savings of 15% for three years.
- Personally negotiated a US military contract worth \$560,000 US which required a new product start up in three months.
- Successfully entered the commercial residential market with eleven hi-rise projects completed in Edmonton, Calgary, London Ontario and Cleveland Ohio.
- Responsible for creating a young, dynamic, leading edge, management team
- Built strategic alliances with suppliers and key customers to create win-win partnerships while developing innovative products and exploiting niche market opportunities.
- Successfully planned and executed a facility move from 36,000 sq ft. to 75,000 sq ft. with only 4 days (2 work days) of downtime.
- Responsible for the "Life Inspired" marketing tag line and consumer friendly marketing materials for each Award Energy Star series of products.
- Justified, negotiated, and acquired Willian/Spadix insulated glass manufacturing equipment worth over \$600,000 US.

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Award Windows

Edmonton, Alberta

Production Manager

1998 - 1999

Responsible for improving manufacturing processes, reducing costs, redefining product offerings, and developing a business plan to rescue a small, distressed company from bankruptcy.

- Reorganized all production lines using JIT concepts.
- Installed a customer driven, production scheduling system, reducing lead time and finished goods inventory.
- Authored sales terms, pricing and procedures for the price book.
- Developed and installed an electronic quotation and production information system.
- Created and installed a labor efficiency reporting system.
- Improved purchasing and product specification to reduce product costing.
- Repositioned Award to the point of being a marketable entity.

Almetco Building Products

Delta, British Columbia

Manufacturing Manager,

1994-1998

Facilitated the manufacturing philosophy and methodology change, in a unionized shop. Changed from manual, “make to stock” methods to computer driven, “make to order” processes improving labor efficiencies and utilization of existing resources, which lowered capital investment requirements and increased market competitiveness.

- Reported to the President as a part of the five person Senior Management team.
- Created the infrastructure to support \$32 million in total sales.
- Managed an office staff of 16 and 150-250 unionized production workers.
- Responsible for an expense budget of over \$4 million.
- Responsible for all aspects of Manufacturing including; Scheduling, Production, Materials, Distribution, Maintenance, and Service.
- Re-engineered the production processes by embracing JIT concepts to eliminate a second manufacturing facility while increasing overall manufacturing capacity.
- Successful attainment of ISO 9001 certification on the first audit.
- Completed the installation of a computerized preventative maintenance system.

Production Manager, Crane Canada, Coquitlam, BC

1994

Improved production throughput levels by 35% in a unionized shop

Various Junior Management positions, Almetco BP, BC

1985-1994

Led or supported process improvements and resource planning to facilitate revenue growth from \$11M to \$24M

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EDUCATION

Operations Management Program, BCIT, Burnaby, BC, Technical Diploma

EMBA Program, University of Alberta, Edmonton, AB, Masters of Business Administration Degree.

PERSONAL INTERESTS AND ACHIEVEMENTS

- Board of Directors member for a small start up health services company, EBRS Canada
- Hands on construction of a 3,700 sq ft. home in Surrey, B.C.
- Full restoration of a 1967 Ford Mustang.
- Married 23 years, two children, aged 20 and 18
- Own and manage two rental homes in Surrey, B.C. and Edmonton, AB
- Past Vice-President of St. Albert Minor Baseball
- Various lacrosse and soccer coaching positions.
- Traveling, cooking, wine tasting.
- Fundraiser for The Michael Cuccione Foundation for Cancer Research's inaugural Edmonton area event in 2008

REFERENCES

Available upon request