

## OBJECTIVE

A challenging position in a Manufacturing, Engineering or Facilities Operational environment where my overall management and technical background, along with the leadership and decision making capabilities, will be combined to render the most benefit to the company.

## BACKGROUND SUMMARY

Diverse experience in Management and Operations within Manufacturing, Environmental, Quality, Facility Engineering and Maintenance disciplines. Major strengths in leadership, motivation, communication and the development of a result oriented organization.

## PROFESSIONAL EXPERIENCE

### JOHNSON & JOHNSON

JUNE 2003 to Present

#### MANUFACTURING OPERATIONS DIRECTOR

January 2004 to Present

Responsible for the manufacturing operations of MPO, Parenterals Oncological / Non Oncological and Biological products. Major accomplishments in areas of:

- **Achieved increase of first pass quality yield from 78% to 95 %**
- **Frozen Schedule attainment improvement from 72% to 96%**
- **Deployment of an organization development plan to support flexible work force to reduce idle time from 35% to 10%.**

#### FACILITIES AND ENGINEERING DIRECTOR

June 2003 to December 2003

Responsible for the upkeep of 6 Buildings within the Manufacturing Site. This upkeep ranges from maintaining all utilities in support of the entire site to the surveillance and maintenance of all aseptic areas supporting manufacturing operations. Responsible for Site projects development and implementation in support of the operation.

- **Provided and executed plan to transition from TriMax to Maximo Maintenance Management System**
- **Developed a 5 year maintenance and facility operating plan.**
- **Completed the acquisition and intallation of a new Kikusui containment tablet compression unit supporting the OSD manufacturing of critical product.**

### MGM OPTICAL LABORATORY, INC

NOV 1998 to MAY 2003

#### OPERATIONS MANAGER- Acrylic and Silicone IOL Manufacturing

Jan 2003 to May 2003

Responsible for the management of two Manufacturing Operations within a centralized organizational environment.

- **Re-organized and stabilized the Silicone IOL operation in the area of productivity, product yield and identifying areas of improvement (wastes). 6 Exempts, 14 Hrly's, 380 DL's.**
- **Business Operational Budget Responsibility of 29M.**
- **Implementation of Lean manufacturing for Acrylic operation.**

**OPERATIONS MANAGER- Acrylic IOL Manufacturing****July 2001 to Jan 2003**

Responsible for the management of a Manufacturing Operation within a centralized organizational environment.

- **Increased product yield from 75% to a sustained 88%.**
- **Through process and productivity improvements obtained a 10% headcount reduction with a bottom line positive result of 1.2M by the closing of 2002 calendar year as compared to forecast.**
- **Build a cohesive and bottom line result oriented organization. 5 Exempts, 8 Hrly's, 175 DL's.**
- **Business Operational Budget Responsibility of 12M.**

**OPERATIONS MANAGER- Packs and Unfolder Manufacturing****Nov 1998 to July 2001**

Responsible for the management of a Manufacturing Operation to include Manufacturing,, Quality, and Engineering.

- **Successful transfer of the Packs and Unfolder Surgical Business from Lenoir N.C to Añasco Puerto Rico without product supply disruption.**
- **Achieved productivity improvements yielding a 15% headcount reduction.**
- **Design and implemented continuous product flow line using lean manufacturing techniques. 4 Exempts, 2 Hrly's, 98 DL's.**
- **Business Operational Budget Responsibility of 14M.**

**CIRCUITRY INC. Of PUERTO RICO****MAY 1998 to NOV 1998****GENERAL MANAGER - Professional services contract**

Recruited by the Board of Directors to restructure the Organization in order to provide a transition to operation closure. Responsibility includes Manufacturing, Material management, Quality, Manufacturing Engineering, Human Resources, Finance, Sales and Marketing.

**COMPAQ COMPUTER CORPORATION****1996 to MAY 1998****GENERAL MANAGER**

Responsible for the management of all Manufacturing Operations to include Manufacturing, Material management Quality, Manufacturing Engineering, Human Resources, Finance and Information Technology.

- **Develop and implemented a computerized Master Production Scheduling for the production floor.**
- **Develop and implemented a comprehensive transfer plan from Arecibo to Aguada in three days.**
- **Increase productivity by 20% and unit volumes increase from 400 k to 650 k units per month.**

**CARBIDE PRODUCTS INC.****1993 to 1996****GENERAL MANAGER**

Responsible for the management of all Business Operations to include Manufacturing, Material management and logistics, Quality, Engineering (to include product/process development), Human Resources, Finance, Sales &amp; Marketing planning and execution, and Information Systems within a Union environment.

- **Implemented an aggressive Sales plan that yielded an increase of 22%.**
- **Established continuous improvement plan that decreased the manufacturing variance by 64%.**
- **Developed and executed plan to get back to profitability yielding an Income before Income Tax increase of 480%.**
- **Designed operational Scrap reduction program that resulted in an improvement of 39%.**
- **Selected by the Puerto Rico Manufacturer Association as the 1996 Industrialist of the year for the Mayaguez area.**
- **Developed and executed implementation plans for ISO 9000 certification.**

**CIRCLE COMPONENTS CORPORATION****1992 to 1993****VICE PRESIDENT OF OPERATIONS AND GENERAL MANAGER**

Responsible for the management of all Manufacturing and Business Operations to include Production Operations, Production Control, Materials Management, Quality and Business Manufacturing Engineering, Personnel, Finance, Sales and Marketing planning and execution.

- **Operations Startup**

**ELECTRONICS EQUIPMENT CORP. OF PUERTO RICO****1975 to 1992****PRINTED WIRING BOARD BUSINESS MANAGER/  
ENVIRONMENTAL HEALTH AND SAFETY MANAGER****1989 to 1992**

Responsible for the integration and management of a \$26M business for the manufacturing and procurement of printed wiring boards. This integrated business included the management of 350 employees, Production Operations, Production Control, Materials, Quality, Human Resources, Technology Migration, Engineering and Finance.

- **Developed and implemented a comprehensive three year International Business Plan, integrating customer demand and business capability projection. Key elements of this plan included customer satisfaction, manufacturing flexibility, technology migration, quality improvement and cost.**
- **Implement Quality information Statistical Process Control and Six Sigma improvement process in the Manufacturing operations.**
- **Operational improvement in the areas of:  
Technology yield improvement by 42%, Defects per unit reduction by 30%.  
Output increase by 43% and Product lead time reduction by 40%.**

**ENVIRONMENTAL HEALTH AND SAFETY MANAGER**

Responsible for developing, designing, negotiating, and executing plans to comply with local (Environmental Quality Board, Puerto Rico Aqueduct and Sewer Authority) and federal (Environmental Protection Agency) regulations, while maintaining an effective company infrastructure. Provided and maintained the necessary facilities to meet actual and future business demands in areas of building, utilities, and Safety & Security, with a workforce of 96 employees and a budget of \$9M.

- **Successful negotiations with Puerto Rico Aqueduct and Sewer Authority (PRASA) in the development and execution of compliance plan for two Waste Treatment Operations: San Germán and Aguadilla. San Germán Biochemical and Aguadilla Biological Waste Treatment plants have been in compliance for the last two years with all local and federal agencies.**
- **Designed and implemented "At Source Reduction" programs leading to zero discharge to the municipal waste treatment facilities. First year savings: \$1.8 millions. Recipient of the 1991 Digital International Environmental Excellence Award.**

**PRINTED WIRING BOARD QUALITY MANAGER****1987 to 1989**

Developed and approved quality plans for meeting business objectives in areas of customer satisfaction, quality improvement and quality prevention with a group of 30 employees.

- **Prepared Quality Assurance Plans for all technologies being manufactured.**
- **Established a plan to decrease process defects from major plating areas (Electroless, Pattern Plate) Quality yield improved 15% and 35% respectively.**
- **Developed and executed plan to decrease the reject level by technology. This effort resulted in a 35% improvement.**

**PRINTED WIRING BOARD MANUFACTURING MANAGER 1985 to 1987**

Responsible for the production operation and manufacturing process engineering activities. Evaluated and determined current and future production requirements and approved plans to meet organizational needs. Managed a group of 250 employees.

- **Manufacturing performance in hour's utilization was increased by 25%, absenteeism was decreased by 35%, and production output was increased by 26%. Established a formal utilization of the Quality Improvement Process through the Manufacturing and Process Engineering operations.**

**OTHER RESPONSIBILITIES****1975 to 1985**

Modules Manufacturing Assembly and Test Production Manager responsible for a population of 150 employees, Facilities Manager, Plant Engineering manager responsible for Safety, Security, Design and Construction projects for a facility of 500,000 sq. ft., with a staff of 120 employees and a budget of \$15M.

**EDUCATION:**

BSME, Northeastern University, Boston Mass.  
Industrial Courses in the Preparation of Parenteral's Medications – Univ. of Tennessee  
"Hands On" Tablet Technology Courses – Univ. of Tennessee`  
Demand Flow Technology – JCIT International  
Kepner Tregoe Problem Solving Techniques

# MIGUEL A. ALONSO

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## SENIOR OPERATIONS MANAGEMENT PROFILE

**Over 20 Years' Management and Leadership Experience in Manufacturing Operations, 10 years' in the Pharmaceutical and Medical Device Industries ♦ Managed Teams of 400+ and Led High-Profile Projects to Successful Results ♦ Earned Multiple Awards for Exemplary Performance ♦ Earned BSME Degree**

Accomplished, outcome-driven executive with year-over-year success in leading challenging initiatives, with emphasis on strategic planning, manufacturing production scheduling and control, engineering, quality assurance, project development, budget management, human resources, and capital improvement. Fully computer literate, including Windows OS, Microsoft Word, Excel, Power Point, and Project as well as proprietary applications. Ability to quickly learn new hardware and software. Bi-lingual in English and Spanish. Available for travel and relocation.

### CORE SKILL AREAS

Strategic Operational Planning & Execution; Team Building & Leadership; Quality & Safety Assurance (QA/SA)  
Production Solutions Analysis & Implementation; Six Sigma & Lean Manufacturing Methodologies  
High-Tech Production and Maintenance Operations; Process Analysis, Evaluation & Troubleshooting;  
Environmental, Health & Safety (EH&S) Management; Regulatory Affairs & Compliance

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## PROFESSIONAL EXPERIENCE

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JOHNSON & JOHNSON - Caguas, PR

2003-Present

*\$18 Billion Publicly-Held (NYSE: J&J) Pharmaceutical Company*

### **Director, Manufacturing Operations** (2004-Present)

Direct all aspects of \$6 billion manufacturing operation, producing MPO (Abilify, Pravachol), Parenteral Oncological (Taxol, Carboplatin, Erbitux), and Non Oncological (Abilify Intramuscular) products. Establish performance indicators, operating goals, realignment initiatives, productivity improvements, and cost reduction programs that consistently improve product output and quality. Manage 5 direct reports and 250 indirect reports. Plan and administer a \$13 million annual operating budget. Report to Vice President and General Manager.

### KEY CONTRIBUTIONS & ACHIEVEMENTS:

- **Reduced equipment downtime by over 25% and labor costs by \$300,000 per year through modification** of the Oral Solid Dose granulator.
- **Increased first pass quality performance on documentation errors from 78% to 95%, improving on-time** ship to promise metrics from 85% to 99% on both growth and mature products.
- **Cut idle time from 35% to 10% through development and deployment of organizational development** plan that supports a flexible workforce environment.
- **Pioneered changes to aseptic operation that facilitated the successful introduction of company's first** Biological product (Erbitux) to the operation.

### **Director, Facility Engineering** (2003-2004)

Managed a 70 acre site with 7 buildings comprising 500,000 sq. ft. of computer integrated manufacturing, warehousing facilities, chemical/microbiology labs, and office facilities. Accountable for maintenance, utilities, custodial care, waste removal, government compliance, and site development. Developed and introduced a 5-year maintenance and facility operating plan. Transitioned company from TriMax to Maximo Maintenance Management Systems. Oversaw staff of 4 direct reports and 61 indirect reports. Planned and administered a \$14 million annual operating budget and \$10 million capital budget. Reported to Vice President and General Manager.

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KEY CONTRIBUTIONS & ACHIEVEMENTS:

- **Completed the acquisition and installation of \$4 million Kikusui containment tablet compression unit,** which generated significant manufacturing volume increases for Johnson's second largest revenue product.
- **Led \$ 1.4 million capital improvement project involving replacement of 3 cooling towers (800 tons ea.),** resulting in an energy cost savings of \$250,000 per year.

MGM OPTICAL LABORATORY, INC – San Juan, PR

2001-2003

*\$1 Billion Publicly-Held (NYSE: MOL) Ophthalmic Technology Company*

**Operations Manager**

Assumed responsibility for the strategic planning, operations management, engineering, project development, and production of two Intraocular Lens (Acrylic, Silicon) products, generating \$550 million in annual revenue. Managed 12 direct reports and 394 indirect reports. Planned and administered a \$29 million annual operating budget. Reported to General Manager.

KEY CONTRIBUTIONS & ACHIEVEMENTS:

- **Secured bottom-line savings of \$1.2 million through a 10% headcount reduction,** by optimizing manufacturing processes as well as instituting controls and accountability.
- **Increased lens capacity generation 50% by spearheading Acrylic operation expansion project** to position company for anticipated volume increases.

MIRAMAR LABS, - San Juan, PR

1998-2001

*\$3 Billion Publicly-Held (NYSE: MML) Medical Device Company*

**Operations Manager**

Brought onboard to lead the transfer of Packs and Unfolder Surgical Business from South Carolina to Puerto Rico with no adverse impact to product supply. Recruited internally and externally to build quality and engineering groups to support manufacturing operations. Managed 6 direct reports and 100+ indirect reports. Planned and administered a \$14 million annual operating budget. Reported to General Manager with matrix reporting to quality and engineering functions.

KEY CONTRIBUTIONS & ACHIEVEMENTS:

- **Optimized productivity by 35% through development and implementation of continuous product flow** line using lean manufacturing methodologies.
- **Drove forward productivity improvement initiatives that yielded a 15% headcount reduction.**

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**EDUCATION & ACTIVITIES**

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**BACHELOR OF SCIENCE, MECHANICAL ENGINEERING:** Northeastern University, Boston, MA

**PROFESSIONAL DEVELOPMENT:** 120 formal training hours at the University of Tennessee: Preparation of Parenterals Medications and "Hands-On" Tablet Technology; two professional management courses: Demand Flow Technology through JCIT International and Problem Solving Techniques through Kepner-Tregoe, Inc.

**PRIOR POSITIONS:** GM, Compaq Computers; GM, Carbide Products; VP of Operations and GM, Circle Components; and various management positions with Electronics Equipment Corporation

**HONORS & AWARDS:** President's Achievement Award (1997); Industrialist of the Year Award (1996); Excellence Achievement Award (1995); Environmental Excellence Award (1991)

**PROFESSIONAL AFFILIATIONS:** International Society for Pharmaceutical Engineering (ISPE); American Society for Mechanical Engineers (ASME)