

David M. Randich

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Purdue University

West Lafayette, IN

Lecturer, Krannert School of Management

Aug 2021 - present

Springs Window Fashions

Board member

Aug 2019 – Oct 2021

Fortune Brands (FBHS): Nov 2007 – Nov 2019

President, MasterBrand Cabinets

Jasper, IN

Oct 2012 – Nov 2019

Responsibilities:

- \$2.4 billion revenue
- Sales channels: residential dealer, builder, big box retail
- Manufacturing locations in US, Mexico, Canada
- Autonomous business unit P&L: responsible for sales, marketing, product innovation, manufacturing & supply chain, HR, IT, Finance.

Achievements:

- **Increased revenue from \$1.3B to \$2.4B**
 - Acquisitions (Woodcrafters, Norcraft, PMB)
 - Capital investments & capacity expansion
 - Share gains through innovation and customer acquisition
- **Increased EBITDA by 800 bps**
 - New product innovation driving sales mix
 - Price management
 - Productivity improvements
 - Product, channel & customer rationalization

David M. Randich

President, Therma-Tru Doors

Toledo, OH

Nov 2007 – Oct 2012

- \$500M sales
- Sales channels: residential wholesale, big box retail
- Manufacturing locations in US, Mexico, China
- Autonomous business unit P&L: responsible for sales, marketing, product innovation, manufacturing & supply chain, HR, IT, Finance.

Transformed the company during the historic US housing market crash:

- Built new independent national wholesale distribution network
- Won share through product innovation and market segmentation
- Reduced plants from eight to three
- Successfully integrated Fypon Decorative Millwork division
- Achieved significant performance improvements in safety, customer service, product quality, product cost, and working capital efficiency.

Armstrong World Industries (AWI): Jun 1983 - Nov 2007

CEO - Armstrong DLW GmbH

Frankfurt, Germany

April 2004 - Nov 2007

- \$630M sales, three P&Ls: Resilient flooring, Carpet, Sports surfaces
- Sales Channels: Commercial Architects, Wholesalers & Contractors; Residential home centers & independent dealers
- Plants in Germany, Netherlands, Belgium, UK, Sweden
- Autonomous business unit P&L: responsible for sales, marketing, product innovation, manufacturing & supply chain, HR, IT, Finance.

Achievements:

- Increased sales 8% 2004-06, following 23% decline 2000-04, through new products, market segmentation and sales force restructuring.
- Sold Desso Carpet and Sports business (\$260M sales) after returning unit to profitability through product innovation, price management, variable productivity and SG&A restructuring.
- Remaining Resilient Flooring profit improvement of 300bps through innovation (75% portfolio refresh), and productivity improvements.

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Managing Director - Armstrong Ceilings Europe

London, UK

Dec 2000 - Mar 2004

- \$350 million revenue, two P&Ls: Architectural and Custom ceilings
- Products: Arch Ceilings, Custom Metal Ceilings, Suspension Systems
- Sales Channels: Commercial Architects, Wholesalers, Installers
- Plants in UK, France, Germany, Netherlands, Switzerland, Austria
- Autonomous business unit P&L: responsible for sales, marketing, product innovation, manufacturing & supply chain, HR, IT, Finance.

Achievements:

- **Increased sales to Russia by 60% (to 33% of total units sold)** by expanding the customer base, upgrading the sales mix, and implementing capacity planning and receivables processes.
- Achieved double-digit annual sales growth in each of three adjacent product categories (Metal ceilings, Soft fiber ceilings, France/Benelux suspension systems) 2002-2004.
- **Turnaround of metal ceilings acquisition: ROS up 900 bps 2003-04**
- Developed and implemented a successful stagegate new product development process.
- Implemented Six Sigma process improvement, saved \$2M in first year.
- Consolidated manufacturing facilities from 7 to 6, saving \$5.5M / year.

General Manager, Manufacturing

Lancaster, PA

2000

Responsible for five plants in North America, Europe and Asia.

- Reduced manufacturing defects by 40% across the five plants by implementing key performance metrics, statistical analysis, and process improvement / Lean methodologies.

General Manager, Organizational Strategy

Lancaster, PA

1999

Senior Human Resources executive for an \$800M business unit. Nine-month assignment as part of a high-potential development plan, reporting to the CEO - Worldwide Building Products.

- Restructured the senior management team as part of a divisional transformation to improve team effectiveness and reduce cost.
- Implemented the first executive succession planning process for the worldwide organization.

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General Manager, Armstrong Shanghai
1996-1999

Shanghai, China

Led greenfield start-up of a Sino-US Manufacturing JV, \$42M investment. The JV was profitable by the second year, greatly exceeding expectations.

Responsible for Manufacturing, Logistics, Purchasing, IT, HR, Customer credit

- Hired and trained local workforce - 250 people.
- Developed and implemented plant operating system and work design.
- Achieved world-class safety performance.
- Co-led the China business team (with the Sales & Marketing VP).

Plant Manager
1995

Columbus, OH

Led the divisional prototype facility for employee involvement work design.

- **Won Malcolm Baldrige National Quality Award.**
- Developed and implemented high performance work design: performance metrics, bottleneck analysis, job rotation and training.
- Improved labor productivity by 15% in one year.

Manager, Manufacturing Services
1994

London, UK

Responsible for European purchasing, distribution and quality management, reported to VP Operations, Europe.

- Led project to select and implement computerized distribution center management systems: UK and France
- Developed best practice cost systems for the European division, leading to savings in material utilization and warehouse handling.

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Manufacturing Manager
1991-1994

Newcastle, UK

Transformed the worst performing plants in the global division.

By 1995 recognized as top performers globally.

- Converted the two plants to a just-in-time process.
- Implemented flexible work design, including job rotation and shared maintenance tasks.
- Reduced headcount from 400 to 250, improved yield 66%.
- Won the corporate “President’s Award” in recognition of turnaround leadership.

1983 – 1990

Pennsylvania & Georgia

Logistics and Manufacturing career progression

- Implemented the corporation’s pilot automated warehouse control system. Worked with a Silicon Valley firm to design and implement.
- Reduced press set-up time by 80%, with new just-in-time system.

Education

Purdue University

BS Industrial Management - 1983

Mercer University

MBA - 1989