

Amy Torres

Chief Operating Officer

Twenty-two years in industrial manufacturing and distribution, most recently running a \$1.1B multi-site operation as COO. Track record turning around underperforming plants, building safety cultures that hold, and integrating acquisitions without disrupting the base business.



EDUCATION

MBA, Kellogg School of Management, Northwestern University, 2008 |

BS, Mechanical Engineering, Purdue University, 2001 |

Lean Six Sigma Black Belt |



KEY SKILLS

- Multi-site P&L
- Manufacturing operations and equipment effectiveness
- Safety and regulatory compliance
- Sales and operations planning and supply chain
- M&A integration
- Lean and continuous improvement
- Capital planning
- Union and labor relations
- ERP implementation
- Executive team development



PROFESSIONAL EXPERIENCE

Chief Operating Officer

Westerland Industrial Group, Minneapolis, MN, | 2019 – Present

- Report to CEO; own manufacturing, supply chain, safety, engineering, and quality across 11 plants in the US and Mexico (2,800 employees).
- Took equipment effectiveness from the mid-60s to 81% across the network by standardizing daily management and replacing plant leadership at the four worst sites.
- Cut the recordable injury rate from 3.1 to 0.9 over four years and closed out the two federal safety citations open when I started.
- Delivered \$62M in run-rate savings from a three-year cost program covering procurement, footprint, and overhead; roughly 40% dropped straight to operating profit.
- Led operational integration of a \$340M acquisition, consolidated three DCs into one, and hit synergy targets a quarter ahead of plan.

Vice President, Manufacturing

Kellner-Voss Components, Milwaukee, WI, | 2013 – 2019

- Ran six plants and 1,400 employees producing precision machined parts for aerospace and heavy equipment customers.
- Turned around a Georgia plant that had missed the customer scorecard for 14 straight months; on-time delivery reached 97% within three quarters.
- Sponsored the ERP cutover across all six sites, on time and under a \$12M budget, with less than two days of shipping disruption.
- Rebuilt the sales and operations planning process; finished-goods inventory dropped roughly 22% while service levels improved.

Plant Manager, Then Director of Operations

Ironhaven Manufacturing, Cleveland, OH, | 2006 – 2013

- Started as plant manager of a 320-person facility running below plan; delivered three consecutive years of margin expansion.
- Promoted to Director of Operations in 2010; picked up two additional plants and a distribution center.
- Led the lean transformation program that became the template used across the parent company's North American footprint.