

MICHAEL ARTHUR JOHNSON

Elizabetes Iela (Street) Number 22
Riga Latvia – LV1050

Telephone: 371-2-923-8267 -- FAX: 371-728-6650 -- mike@patricialtd.com

USA Telephone: 214-432-5872 -- USA FAX: 800-878-4260 -- Europe: 44-870-131-8946



April 2000
To present

Chairman of Board & General Manager

PATRICIA LTD, Riga Latvia – www.patricialtd.com -- 371-721-0180

A synergistic company providing technical and western management solutions to solve complex business problems. Operates worldwide utilizing extensive Internet website and communication capability. Provides consulting in: advertising, marketing, management, Internet e-commerce applications, and management learning tools (Dr. Deming style Red Bead Experiment). Provides training in installation techniques for commercial electrical wiring along with material specification applications.

April, 1998
April 2000

Chief Operating Officer

Acme Building Maintenance, Alviso, California – <http://www.acmeco.com>

Stabilized profitability for five quarters by developing and implementation of a multi year strategic plan to transform the operations into a flattened organization capable of making day to day decisions at the lowest possible level freeing up supervision and management to better develop themselves and implement continuous process improvement plans. Responsible for workforce of 1500 providing services to a customer base of Silicon Valley's "Who's - Who" such as Cisco Systems, 3 COM, Novell, Novellus, Pacific Bell, Hewlett-Packard, VeriFone, Oakland A's Baseball, Sony, University of California at Berkeley and others. Responsible for expense budget in excess of \$22 million dollars.

April, 1988
April, 1998

Facilities and Risk Manager

Hewlett-Packard Company, Corporate Division, Palo Alto, California –

Led efforts to **document key processes using ISO 9000 guidelines**. Utilized Statistical Process Control, surveys and data collection techniques to measure, analyze and characterize customer satisfaction levels.

Applied Total Quality Management principles to **reduce staff levels by 50 percent** through outsourcing while maintaining cost within annual expense budget of 34 million dollars and capital improvement budget of two million dollars.

Managed a staff of 92 HP employees and contracts with suppliers for approximately 450 custodial, landscape, security and maintenance employees.

Directed contract management program to provide housekeeping and landscape maintenance to 18 HP sites in the San Francisco Bay Area totaling 7 million square feet of facilities in approximately 75 buildings. Contracts totaled \$15 million per year.

Provided **leadership to develop an area-wide Emergency Response Communication** program to coordinate efforts during a major disaster. Performed lead communications role during 1989 earthquake recovery.

Led efforts to **establish a non-profit organization** to provide training to entry level maintenance workers in the county. Promoted volunteer work for this and other United Way agencies. Participated on the disaster planning committee of the Palo Alto Chapter, of the American Red Cross.

April, 1983
March, 1988

Vice President Operations and Director of Quality and Facilities
Computer Products - Boschert, Incorporated, Milpitas, California

Directed high volume, electronic subassembly manufacturing, materials and product distribution operation with monthly shipments in excess of three million dollars. Used SQC techniques to stabilize and improve outgoing *product quality*; *shipment linearity* and on-time "*customer on-dock*" dates. (Supplier to HP)

Improved *customer satisfaction levels* by establishing close working relationship between product engineering, reliability engineering and manufacturing engineering. Used SQC techniques to gather data and perform closed loop corrective action to resolve problems.

Established *employee involvement program* including on-site English as second language training; interactive suggestion program; methods improvement program; employee skills training and personal development programs.

Developed *vendor relationship program* to focus company-wide efforts to reduce vendor base and improve *quality* of parts and sub-assemblies while reducing amount of incoming inspection.

Taught Statistical Process Control and implemented (SQC/SPC) programs throughout the company including the 120,000 square foot, 700 person Hong Kong manufacturing facility.

Performed site selection; budget preparation; departmental space layout; architect selection and design review; building department and hazardous material permit approvals; contractor selection and construction management; and move coordination for two (2) new 100,000 square foot facilities.

Consolidated five (5) buildings into one new 2.1 million dollar tenant improvement in 1985 and finished a 1.5 million dollar tenant improvement as a new Corporate headquarters in 1988.

December, 1977
April, 1983

Hewlett-Packard Company (three positions of increasing responsibility)
Materials Distribution Manager and Materials Manager, Palo Alto, California
Managed fabricated parts distribution facility with annual cost transfers in excess of three million dollars. **Provided product marketing to HP manufacturing sites.**

Manufacturing Engineering Manager and Production Test Section Manager
Data Terminals Division, Sunnyvale, California
Used SQC to **improve quality of printed circuit assemblies by 50%**. Developed electro static discharge protection program with estimated annual cost savings of over \$200,000. Used HP3060 test equipment to test 3000 assemblies a day

Materials and Process Engineering Manager, Sunnyvale, California
Installed Finished Goods Inventory **automatic storage and retrieval system** using Bar Code label tracking and on-line HP 3000 computer interface. Additional projects included auto-guided vehicles, small parts carousels, high density storage for bulk parts. Reduced warehouse space by 25,000 square feet from 67,000 feet; reduced warehouse manpower by 6 people from 63 people; and increased final shipping rate by 30 units per hour to 54 units per hour. The total expense reduction equaled \$30,300 per month or \$363,600 per year out of a budget of \$2,000,000 with a total floor space reduction of 42,000 square feet (35%). The **Asset Utilization of the facility was substantially increased** with an (IRR) Internal Rate of Return of 128% on an initial capital investment

March, 1976
December, 1977

Vice President, General Manager / Facilities Manager
Digital Dynamics, Inc. A Dillingham Company

Responsible for microprocessor based products. *Prepared and made sales presentations* to key customers such as GTE Sylvania, Measurex, and U.S. Army.

1973-1976

Engineering Group Supervisor
Bechtel Power Corporation, Houston, Texas

Principal Task Force author of control system specifications and a member of the Chief Control Systems Engineers Staff as a *Technical consultant*.

1967-1973

Area Sales Manager - - South Texas Area
Leeds & Northrup Company, North Wales, Pennsylvania

Part of team to *target market* accounts such as Houston Lighting and Power Company.

Application Engineer & Field Service Engineer, Design, analysis and start up of major process control systems for the **electric power industry** including five assignments in the United States and three projects in the Republic of China and Japan.

EDUCATION: **B.S.E.E., Washington State University, 1967**

ADDITIONAL: Dale Carnegie Program, San Jose, California, 1987

George Washington University, Dr. W. Edwards Deming Series Including Special Sessions for Trainers, Washington, DC

Effective Management of Production Operations, Summer 1979, Stanford University, Palo Alto, California

Marketing Fundamentals, Leeds & Northrup, North Wales, PA

Introduction to Rummler Brache Process Management, Palo Alto, CA

PUBLICATIONS: "Strategic Partnering at Hewlett-Packard, Winning watchwords: **purchase results, not services**" FM DATA MONTHLY On Line Magazine, December 1997, co-authorized with Ms. Elaine Mackoff. <http://www.fmdatamonthly.com/issues/9712/html/hewlett-packard.html>

"**Outsourcing Facilities Maintenance - Fact or Fantasy**", September, 1993, International Facilities Managers Conference (IFMA), Denver, Colorado

"**THE BEAD-BOX GAME**", Copyright, 1983 and Trademark, 1987 A TQM Learning Tool developed for use by Dr. W. Edwards Deming at his seminars, to teach the modern management principles. Includes 35 minute video tape produced in 1994.

"**Is Customer Delight out of reach in today's fast paced world?**", January 2001, www.customerdelight.com

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