

Andrew M. Seward

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LEAN SIX SIGMA STRATEGY AND IMPLEMENTATION

A problem solving manufacturing professional with the demonstrated ability to develop, implement, and drive solutions that support revenue and facilitate cost containment. Core member of Lean Six Sigma transformation team for IBM's United States and Canadian Semiconductor Solutions divisions. Direct responsibility for integrating and driving sustaining processes within five layers of management and over 3000 employees. Proven, hands on success in design, deployment, training, coaching, and facilitation resulting in culture shift and significant operational impact.

SKILL SUMMARY

Lean	Six Sigma	Customer and Supplier Negotiation	Strategy Development and Deployment
	Structured Problem Solving	FMEA	End-to-End Project and Portfolio Management
	Strategic Cost Management	Risk Management and Mitigation	Disaster Recovery and Avoidance
Strategy deployment	PDCA	5S	Value Stream Mapping (VSM)
		Pull/Flow through Range Management	FMEA
			Standard Work (TWI)
			Kaizen

EXPERIENCE

IBM, East Fishkill, New York (1989-2009)

Legacy of continuous improvement and award winning accomplishments spanning all aspects of semiconductor design, development, and production.

Lean Transformation Manager (2006-PRESENT)

Managed and led the Lean Six Sigma transformation of IBM's 300mm semiconductor development and manufacturing organization.

Significant Accomplishments

- Eliminated over \$40M of in process inventory.
- Enabled \$650M capital expansion supporting introduction of two new technologies without additional staffing.
- Reduced overall variable expenses of over \$10M/yr.
- Improved cycle time by 66% from 8 times raw process time to 3 times raw process time for a business critical wafer start/manufacturing corridor for early user hardware and customer critical parts.
- Drove culture shift through an aligned top down strategy, structured problem solving, and standard work
- Customized and deployed Lean and Six Sigma tools/methodologies.
- Developed curriculum and led executive steering committee.

Program Manager for Sony PS3 Cell Processor Production Launch (2005-2006)

Recruited by senior executive team of Server Development Division to drive global efforts spanning business and technical issues in support of Sony product launch.

Significant Accomplishments

- Resolved engineering, shipping, IT, packaging, and customer quality problems to enable first year revenues of over \$340M by managing and driving closure of business, technical and logistics issues associated with qualification and production volume ramp of the Sony Playstation-3 processor.
- Achieved record 20% reduction in turn around time from design release to system validation.
- Recovered six month schedule slip, beating original schedule by two weeks, despite design changes post release to manufacturing.
- Developed inter-company IT solution to support unique secure information exchange requirements.
- End to End responsibilities inclusive of design verification, wafer manufacturing, C4, Test, Bond & Assembly.
- Coordinated efforts of a globally deployed team consisting of multiple design and manufacturing centers.

Technical Staff Member to VP of Semiconductor Operations (2004-2005)

Supported VP of Semiconductor Operations in all aspects of running manufacturing and engineering operations.

Significant Accomplishments

- Chosen for key growth assignment in a highly selective recruiting process limited to individuals previously identified as executive resources.
- Defined and implemented a streamlined staffing model and optimized business processes for recruiting, on boarding, training, and integration of interns, college hires, experienced professionals.
- Drove key initiatives focused on improvement of climate and organizational morale that were adopted by the entire unit.
- Mined and analyzed data and built yield reports for senior executive team and board of directors meetings.

IT Systems Support Manager (2003-2004)

Responsible for support and maintenance of applications and IT infrastructure for world's first and most advanced fully automated semiconductor manufacturing line.

Significant Accomplishments

- Improved overall IT systems availability from 95% to 98% and unplanned systems availability from 97% to 99% by driving root cause analysis and continuous improvement.
- Led containment and disaster recovery efforts from the northeast power grid failure 2003, subsequent postmortem analysis, and implementation of contingency plans.

Senior Software Development Manager (1998-2003)

Led software development team responsible for the full life cycle of design, deployment and support of equipment integration solutions.

Significant Accomplishments

- Developed over 300 applications supporting 50 unique tool types.
- Deployed the world's first large scale Linux based manufacturing solution.

Lead Equipment Engineer (1989-1998)

Procured, installed and supported semiconductor processing equipment including specification, design, build, installation, and qualification.

Significant Accomplishments

- Procured and installed over \$100M of manufacturing processing.
- Reduced per tool installation costs by 500K, install time by two weeks and improved overall equipment availability of fleet to over 90%.
- Reduced software related failures by 30% and lead-time for new features and bug fixes from an average of 6- 9 months to 2-4 Weeks.
- Improved spare parts inventory turns by 83% and reduced \$10M consignment inventory by 60% saving \$1M annually.
- Continuously improved equipment performance in manufacturing utilizing systematic *Pareto* analysis of failures and addressing root cause problems through enhancements and procedural improvements.

EDUCATION & CERTIFICATIONS

MBA Management of Technology - RPI, Troy NY

MS Engineering - Microelectronics Manufacturing - RPI, Troy NY

BS Electrical Engineering (Cum laude) - University of Massachusetts, Amherst MA

Project Management Professional PMP® - Project Management Institute

Problem Solving Instructor - International Business Machines

Green Belt Leader – Six Sigma Process GPS, September, 2009