

ARMANDO CANO ANZURES

Plant Manager · Operations Director · Lean Six Sigma Black Belt

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EXECUTIVE SUMMARY

Operations executive with 30+ years of progressive leadership across Tier-1 automotive electronics manufacturers in Mexico. Track record of delivering measurable results: from 90% reductions in customer returns to plant reorganizations that cut footprints by 50% with one-year ROIs. Expertise spans P&L accountability, full-scale plant turnarounds, greenfield launches, and post-acquisition integration. Deep technical fluency in SMT, Industry 4.0, and quality systems (IATF 16949, TISAX). Trusted partner to all major OEMs and recognized for building high-performance teams in unionized and non-unionized environments.

CAREER HIGHLIGHTS

90% Reduction in customer returns at Lear — transformed site scorecard ratings	50% Reduction in production footprint at Lear with 1-year ROI payback	37 SMT lines managed at peak (largest SMT conglomerate in NE Mexico — Delphi)
10+ Years of P&L accountability across Tier-1 automotive electronics plants in Mexico	\$180M Plant budgets managed end-to-end across multiple sites including greenfield launches	+500 Average number of direct/indirect headcount management responsibility

CORE COMPETENCIES

- ✓ Operations & P&L Management
- ✓ Plant Turnaround & Greenfield Launch
- ✓ Lean Manufacturing & Six Sigma (Black Belt)
- ✓ Industry 4.0: AGVs, Collaborative Robots, IoT
- ✓ ERP Implementation (QAD)
- ✓ M&A Integration & Divestitures
- ✓ Automotive Quality Systems: IATF 16949, TISAX, IPC A610
- ✓ OEM Relationship Management (GM, Ford, Stellantis, BMW, Volvo, Tesla)
- ✓ Strategic Planning & Execution
- ✓ Budget Management & Cost Reduction / EBITDA Improvement
- ✓ Workforce Leadership & Union Negotiation
- ✓ SMT, Injection Molding, Forging & Automated Assembly Processes

PROFESSIONAL EXPERIENCE

Project Management Consultant | Arista Consulting LLC

Feb 2025 – Jul 2025

QAD ERP Implementation · Tenneco Braking Plant

- ▶ Orchestrated the on-site QAD ERP implementation at Tenneco's most operationally complex braking facility — delivered on time and within budget.

- ▶ Led a cross-functional Key Users team through system configuration, data migration, and go-live; eliminated critical deployment blockers ahead of milestones.
- ▶ Developed a scalable implementation framework subsequently adopted as the divisional standard model for future rollouts.
- ▶ Six-month contract completed as agreed.

Plant Manager | Sogefi

Jun 2023 – Dec 2024

Suspension Bars & Injection Molding · Dual-Division Site

- ▶ Stabilized a dual-division plant, eliminating excessive overtime and premium freight costs across both raw materials and finished goods within first 90 days.
- ▶ Led the full divestiture and seamless transition of the Suspension business unit to a new owner (Nov 2023) with zero customer disruption.
- ▶ Designed and implemented a self-imposed monitoring system that eliminated part shortages without increasing total inventory value or generating premium outbound shipments.
- ▶ Initiated implementation of “live” production & downtime monitoring system to improve reporting of production overall efficiency.

Plant Manager | Lear Corporation

Mar 2019 – Mar 2023

Automotive Electronics Manufacturing · SMT / In-Circuit / Functional Testing / Final Assembly

- ▶ Delivered a 90%+ reduction in customer returns and achieved top-tier OEM scorecard ratings at a neglected site previously managed by a non-electronics division.
- ▶ Managed full P&L responsibility; spearheaded a production layout reorganization that reduced required floor space by 50% - ROI achieved in under 12 months.
- ▶ Implemented SMT reel smart storage with AGV delivery to point-of-use, modernizing material flow and reducing line downtime.
- ▶ Mentored teams that earned two global Champions of Lear awards, including the Kaizen of Kaizens category for the plant reorganization project.
- ▶ Held headcount management responsibility for +500 direct and indirect employees across production, quality, and support functions.

Plant Manager | Visteon Chihuahua

Jul 2018 – Jan 2019

Automotive Electronics Manufacturing · Financial & Operational Turnaround

- ▶ Recruited specifically to lead a financial and operational recovery at an underperforming facility; restructured the leadership team and implemented corrective actions on critical quality and delivery KPIs.

Plant Manager | Visteon Reynosa

Jul 2014 – Jul 2018

Automotive Electronics Manufacturing · Post-Acquisition Integration & New Facility Launch

- ▶ Navigated a labor stoppage triggered by external actors during the JCI-to-Visteon contract transfer; restored operations and maintained customer supply continuity.
- ▶ Led post-acquisition integration from Johnson Controls, standardizing all operations onto the Visteon Business Operations System across functions.
- ▶ Transformed the plant into one of the company's most profitable sites through targeted labor efficiency and overhead reduction initiatives, improving EBITDA margin significantly.
- ▶ Initiated and executed a new built-to-suit facility with full production line transfer, achieving zero customer disruption throughout migration.
- ▶ Deployed AGVs for internal material movement and collaborative robots for end-of-line packaging — two years ahead of industry adoption curve in Mexico.

Quality Manager → Plant Manager | Johnson Controls Inc.

Jun 2010 – Jul 2014

Automotive Electronics Manufacturing · Formal Succession Plan

- ▶ Promoted from Quality Manager to Plant Manager (2013) via a structured 6-month transition plan — one of fewer than 5 plant managers in the Mexico division at the time.
- ▶ Served as transitional Technical Manager (Maintenance & Mfg. Engineering) and Injection Molding Area Manager prior to promotion.

- Secured Ford Q1 and GM Quality Systems Basics (QSB) certifications — top-tier OEM quality designations — for the facility.

Machine Center Manager | Panasonic Automotive Systems

Jul 2008 – Jun 2010

Automotive Electronics Manufacturing · SMT Line Relocation

- Managed the seamless relocation of SMT production lines from the United States to Mexico without any supply interruption to customers.
- Organized production to allow building renovations without interruption to customer deliveries.

Supplier Quality Regional Manager → Operations Manager | Delphi Delco Electronics Feb 1995 – Apr 2008

Automotive Electronics Manufacturing · 13-Year Progression from Engineer to Operations Manager

- Progressed from Supplier Quality Engineer to Regional Manager over 9 years, supervising 7 supplier quality teams across Reynosa and Matamoros, Tamaulipas.
- Conducted supplier assessments and improvement workshops across Mexico, USA, and Japan; represented Delphi at multiple international supplier conferences.
- Transitioned to Operations Manager — led Final Assembly operations for 2 years, then managed the SMT plant with 37 lines, the largest SMT conglomerate in Northeast Mexico.
- Drove SMT area OEE from 50% to 75% within 12 months — a 25-point improvement that earned formal recognition from the Director of Operations overseeing all 6 Delphi plants in the region.

EDUCATION & CERTIFICATIONS

Master of Business Administration (MBA) — Quality & Productivity	Tec Milenio	2017–2018
Bachelor of Science, Industrial Engineering (Minor: Electronics)	Inst. Tecnológico Regional de Veracruz	1989–1993
Six Sigma Black Belt	Lean Six Sigma Institute	2021
Plant Manager Academy	ITESM	2022
Analyzing & Visualizing Data with Power BI	Tec Milenio	2024
Lean Manufacturing	Lensys	2016
Six Sigma Green Belt	Certified	
Project Management (PMBok)	Certified	

LANGUAGES & INDUSTRY STANDARDS

Languages: Spanish (Native) · English (Fluent — business and technical)

Standards: IATF 16949 · ISO 14001 · ISO 45001 · TISAX · CTPAT · IPC A610 · Ford Q1 · GM QSB

Thought Leadership: Author of *Mastering Manufacturing: Insights & Guidance* — weekly blog covering automotive electronics manufacturing operations, quality systems, and continuous improvement.
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