

# Stephan Kruger

Atlanta, GA ■ 408.334.9648 ■ [skruger3@yahoo.com](mailto:skruger3@yahoo.com) ■ [Stephan's LinkedIn](#) ■ [Portfolio Web Page](#)

## Chief Operating Officer (COO) / SVP of Operations / Executive Director of Operations

*Global Operations Executive & Business Turnaround Leader ► Strategic Visionary, Operational Excellence Architect, Servant Leader ► Driving High-Impact Change, Multi-Billion-Dollar Revenue Growth, Cross-Continental Team Success*



20+ years of experience leading transformative business initiatives for industry-leading organizations across Asia, the UK, the US, and Europe. Successfully turned around distressed operations, scaled greenfield manufacturing sites, and led the launch of most challenging products that drove multi-billion-dollar projected annual cost savings. Recognized for hands-on leadership, integrity, strategic vision, and a relentless focus on innovation, accountability, and excellence to deliver sustainable results in fast-paced, high-pressure environments.

### Key Strengths

- **Carrier Corp:** Led Carrier's \$9B global network optimization, delivering \$800M in projected strategic savings across 52 locations and developing a make-versus-buy strategy, tracking towards \$300M in savings by 2026.
- **JUUL Labs:** Oversaw 11 high-volume, regulated medical device manufacturing operations with a \$500M annual budget and \$5B in product spend, driving operational excellence and capacity expansion to meet explosive sales growth.
- **Peloton Interactive:** Directed a \$300M budget for supply chain and manufacturing operations, driving capacity increases and launching Bike+, Tread, and Rower products in under 5 months during the 2020-2021 electronics shortage.
- **JUUL Labs:** Established five mega-site greenfield locations, including opening new plants in Hungary and Mexico, each with class 8 medical clean rooms, achieving 6M monthly capacity and launching 120+ new products.
- **Apple Inc.:** Eliminated 2-year capacity constraint in Apple's haptic module manufacturing in under 6 months, introducing automation solutions that saved \$600M annually and reduced product costs by 60%, saving Apple \$1.5B in FY 2017.
- **ElringKlinger USA:** Directed the launch of a greenfield manufacturing site in Atlanta during the 2008 recession, growing revenue from \$5M to \$30M in two years through lean processes and automation for zero supply interruptions.

### Key Strengths & Competencies

Organizational Development	Multi-Site Operations Management	Lean Six Sigma /Quality Techniques
Team Building, Training, & Leadership New Product Development & Launch Business Development & Growth Change Management; M&A Initiatives	Strategic Planning & Execution P&L Accountability & Cost Control Sales & OEM Account Management Global Supply Chain Development	Value Stream Mapping; ISO 9001, 18001 Kanban; SPC, Root Cause Analysis Kaizen; 6S; Material Resource Planning Lean Manufacturing & CGMP Standards

### Professional Experience

#### Carrier Corp, Palm Beach Gardens, FL | June 2023 – Present Executive Director Operations & Supply Chain

Led transformation of a \$9B global supply chain and operations, spearheading strategic initiatives to drive cost efficiencies and streamline the operational footprint. Partnered with corporate stakeholders and M&A teams to align supply chain operations with strategic acquisitions, ensuring transitions to low-cost countries and optimizing operational synergies.

- **Business Decision-Making & Growth Initiatives:** Developed make-versus-buy playbook to inform critical manufacturing, logistics, and distribution decisions, while executing high-impact M&A initiatives to fuel growth.
- **Global Business Transformation:** Spearheaded the transformation of 52+ global factories through the integration of Industry 4.0 technologies, delivering an 18% boost in operational efficiency and a 15% reduction in overall costs.
- **Strategy Development & Execution:** Architected scalable supply chain strategies that yielded \$50M in annual savings by streamlining vendor partnerships and automating key processes.
- **Operational & Supply Chain Management:** Designed and executed a corporate 5-year strategic passport playbook for operations and supply chain, with an expected annual run rate savings of \$800M by 2027.
- **Lean Methodologies:** Applied Value Stream Mapping (VSM), Sales, Inventory & Operations Planning (SIOP), and lean supply chain methodologies to reduce lead times from 40+ weeks to <15 weeks.

**Bryte Labs, Atlanta, GA | November 2021 – May 2023**  
**SVP Operations & Supply**

Directed cross-functional team of experts across S&OP, procurement, operations, logistics, quality, testing, NPI, and manufacturing, while managing \$10M annual budget. Delivered strategic oversight and operational excellence, driving seamless integration to optimize performance, enhance quality, and accelerate new product introductions.

- **Supply Chain Management:** Built strategic partnerships to secure critical electronic hardware supply in a constrained market, ensuring uninterrupted product development and maintaining key customer relationships.
- **Global Demand & SIOP Process Implementation:** Established Global Demand Planning and SIOP process, aligning supply chain, sales, and operations that led to 50% reduction in product BOM, optimized supply chain planning, and redirected design efforts toward DFM and DFA capabilities, enabling a scalable growth-ready business model.
- **Supplier and Vendor Performance:** Cultivated strong relationships with global vendors and contract manufacturers, refining sourcing strategies to bolster supplier performance, contributing to efficient and reliable product delivery.

**Peloton Interactive, Atlanta, GA | June 2020 – October 2021**  
**Sr. Director, Global Operations & Supply Chain**

Spearheaded international team of subject matter expert operators, controlling a \$500M annual budget and a product spend exceeding \$3B to drive supply chain, product lifecycle management, and manufacturing operations during unprecedented hyper-growth demand amid COVID. Delivered strategic leadership that aligned global operations with business objectives, enabling sustained growth and resilience in a volatile market environment.

- **Supply Chain Efficiency:** Reduced product lead times from 14 to 4 weeks by qualifying new materials, suppliers, and processes for global supply chain and operations projects, driving Peloton's quarterly revenue growth from \$200M to \$600M and doubling membership subscriptions despite global electronics shortages.
- **IoT-Connected Factory Solution Implementation:** Designed and deployed IoT-connected factory solutions, enhancing operational visibility and improving delivery reliability by 20% across global operations.
- **Technology Integration:** Streamlined production workflows with digital twin technologies, reducing downtime by 15% while optimizing data integration across ERP and MES systems to enhance production forecasts.
- **New Product Platform Launches:** Successfully launched multiple new product platforms, integrating CTB, SIOP, and MIL tools to reinforce Peloton's industry-leading reputation for innovation.

**JUUL Labs, San Francisco Bay Area, CA | July 2018 – April 2020**  
**Sr. Director Manufacturing Operations**

Oversaw +\$4B in global Supply Chain POD Manufacturing operations, managing 11 contract manufacturing locations across Eastern Europe, Mexico, China, and the US. Headed a team for complex continuous process installations, site expansions, and operational stabilization, while managing a \$500M annual budget and \$5B in product spend. Drove efficiency and scalability in a highly regulated environment to optimize manufacturing operations and support business growth.

- **Global Automation and Production Scalability:** Spearheaded the automation of 11 global facilities using Industry 4.0 methodologies, achieving 50% production scalability while ensuring full regulatory compliance.
- **AI-Powered Demand Forecasting and Efficiency:** Deployed AI-driven demand forecasting, reducing lead times by 20% and optimizing resource allocation across the global supply chain.
- **CAPEX Planning and Equipment Validation:** Oversaw CAPEX planning and advanced equipment validation, attaining rapid scalability and maintaining zero-defect standards across all manufacturing processes.
- **Cost Optimization:** Increased product output capacity from 30M to 130M units per month across multiple sites in the U.S., China, and Europe, reducing product costs by 30%.
- **Product Launches:** Steered process improvements that increased OEE by 37 points, FPY by 4 points, reduced cycle time by 29%, and elevated cost of quality by 360%, while launching 1,200+ SKUs and growing revenue from \$900M to \$4B.

**Apple Inc., San Francisco Bay Area, CA | January 2014 – June 2018**  
**Sr. Manager Core Technologies, iPhone Operations, & Global Metal Tooling**

Directed global manufacturing operations for iPhone and Watch Haptics across 8 mega factories in Asia, managing a \$2B+ product spend. Led a team of 17 Technical Operations Managers and Quality Engineers, overseeing 6 vendors and ensuring compliance with Apple's quality and operational standards. Oversaw supplier management, risk mitigation, and process optimization initiatives to drive efficiency, enhance product quality, and align operations with business objectives.

- **AI-Driven Manufacturing Innovation:** Led AI-driven predictive analytics in micro-precision manufacturing, achieving 99.7% yield, 87% improvement in OEE, 80% material spend savings, 300% in CAPEX for new product introductions.
- **ML Implementation:** Integrated smart factory and machine learning technologies across 140 production lines, increasing YOY yield by 40% and enhancing real-time quality control, while driving Lean initiatives and manufacturing techniques.
- **OEM Contract Optimization:** Turned around Apple's underperforming OEM contract manufacturers, achieving first-place 100% quality ratings over three years, while reducing BOM costs by 60%, cutting annual investment by \$500M, and decreasing vendor count by 50% through 5S implementation, team leadership, and organizational change.
- **Multi-Billion-Dollar Project Execution:** Executed complex multi-billion-dollar projects across multiple vendor locations, while utilizing manufacturing technologies that resulted in millions in material savings and increase in green footprint.

**Lydall Thermal Acoustical, Hamptonville, NC | September 2011 – January 2014**  
**Director of Metal Operations**

Led the turnaround of two rural, underperforming facilities, managing 350+ employees and a \$40M budget. Spearheaded a comprehensive operational restructuring, implementing lean methodologies and process improvements that drove a significant increase in productivity, performance, and profitability.

- **Profit Margin Growth:** Doubled EBITDA in less than 16 months for a \$50M automotive Tier-1 supplier by leading a world-class operational transformation and applying Lean processes across a multi-plant rural setup.
- **Lean Manufacturing:** Applied lean manufacturing principles across two sites, driving significant efficiency gains, waste reduction, and improvements in production throughput.
- **Operational Income Growth:** Boosted operational income from plan to actual from 8.8% in 2012 to 16.3% in 2014.
- **Inventory Turn Improvement:** Increased inventory turnover by 39.3% to 47% from October 2011 to October 2012.

**Early Career**

**Managing Director,** ElringKlinger USA Inc., Atlanta, GA  
**OEM Account & Business Development Manager,** ElringKlinger, Detroit, MI

**Education & Other Credentials**

**Leadership Development Program,** Center for Creative Leadership  
**BS, Mechanical Engineering,** Stellenbosch University, Stellenbosch, South Africa



**Awards/Recognitions:** Employee Recognition Award, Greater Hall Chamber of Commerce (2011)

**Professional Affiliations:** Board Member & Co-Owner in a Small Local Business in Functional Medicine