

ANDREW MICHAEL MARTIN

General Manager · Operational Transformation · PE-Ready Operations

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EXECUTIVE SUMMARY

General Manager and operational transformation leader with 13 years driving founder-led and newly-acquired businesses from informal "gut-feel" operations to scalable, data-driven assets. Deep specialist in professionalizing operations for PE-backed, search-acquired, and family-owned companies, bridging legacy agility with corporate-grade discipline across manufacturing, supply chain, and finance.

Proven track record of maximizing cash flow and operational liquidity: reduced effective tax rate by >85%, increased inventory turns 4x to unlock working capital, and improved on-time delivery from 12-week lead times to 90%+ in under 30 days. Managed Tier 1 National Accounts (GM, Volkswagen, ZF, Bosch, Eaton, Continental, BorgWarner, Cummins, Honeywell, and Rivian) throughout. Combines high-level P&L strategy with a player-coach leadership style that earns team trust on the shop floor before implementing new systems. Targeting \$5M–\$35M scale. Bilingual (English/Spanish), Dual Citizen (USA/MX).

PROFESSIONAL EXPERIENCE

Sierra Manufacturing | San Luis Potosí, Mexico

General Manager & Principal 02/2012 – Present (*Wind Down*)

Operator/GM for a family-owned precision manufacturing business. Mandate: professionalize operations, modernize the tech stack, and prepare the asset for scale. Delivered full P&L ownership, Tier 1 client management, and operational transformation through COVID, government audits, and significant security incidents.

Cultural Leadership & People Strategy

- **Leading from the Trenches:** Built a culture of "Performance & Respect" by working alongside the team on the shop floor, proving new systems were tools for their success. Led through action, not directives.
- **Legacy-Respecting Transformation:** Modernized a 20-year paper-and-pencil family operation while retaining 95% of key legacy staff. Built transparent pay bands tied to productivity, quality, and job complexity; rewarded and retained high performers, and managed out those who could not meet the new standard.
- **Systematized Autonomy & Succession:** Eliminated Key Person Risk by codifying operational knowledge into playbooks, AI chatbots, a KMS, and decision committees, enabling the team to execute without owner intervention.

Operational Transformation: Building the Company Operating System

- **Founder-to-Scale Transition:** Migrated all core functions to a cloud-based ERP (Odoo), creating a "Digital Twin" of the business. Replaced founder gut-feel with documented business models, playbooks, and decision frameworks to decentralize authority and accelerate iteration cycles.
- **P&L Professionalization:** Financial data existed but was consistently lagging, preventing timely decisions. Replaced it with real-time ERP reporting, then implemented a structured cash flow management model with disciplined capital allocation and proactive tax strategy, reducing the effective tax rate by >85%.
- **On-Time Delivery:** Improved OTD from 12-week lead times to >90% in under 30 days by systematizing production scheduling and supplier accountability.

Supply Chain, Inventory & Import Strategy

- **Inventory Velocity:** Transformed warehouse from static storage (3–6 month holding times) to a high-velocity JIT hub (4–6 week turnover). Automated procurement rules in Odoo, increasing inventory turns ~4x and eliminating dead stock write-offs.
- **Working Capital Optimization:** Preserved working capital in an import-heavy business by implementing JIT inventory controls on high-value tooling assets, negotiating favorable credit terms with suppliers, and establishing demand forecasting protocols with key clients to reduce stock uncertainty and improve cash flow visibility.

Commercial Growth & National Accounts

- **Key Account Management:** Managed Tier 1 National Accounts (GM, Volkswagen, ZF, Bosch, Eaton, Continental, BorgWarner, Cummins, Honeywell, and Rivian). Negotiated price increases and long-term contracts by selling Supply Chain Reliability and cost-through-performance, not commodity price. Maintained 100% client retention through the COVID-19 supply chain crisis.
- **Revenue Expansion:** Drove a 5x increase in revenue-per-unit (\$4.55 → \$24.22), improving unit economics by 370% through solutions-based pricing and value-added service bundling.
- **Revenue-Per-Employee:** Doubled revenue-per-employee (\$6,157 → \$12,687/mo) while right-sizing headcount (30 → 15 → 7), demonstrating that growth and efficiency are not mutually exclusive.

LetsTalk.com | San Francisco, CA

Sr. Manager of Revenue Enhancement 10/2010 – 01/2012

- **Margin Protection:** Audited carrier deactivation files and online sales funnel drop-off data for a high-volume wireless reseller, identifying \$500K+ in misapplied commission chargebacks and untracked activations; built a data-validation framework to recover the losses and prevent recurrence.
- **Cross-Functional Leadership:** Served as strategic bridge between Marketing, Finance, and Operations to ensure aggressive promotions did not erode bottom-line profitability.
- **Sales Cycle Optimization:** Identified fall-out points in the online sales cycle and coordinated across UX, IT, and Operations to close the gaps; served as the cross-functional bridge ensuring buy-flow fixes were prioritized and executed, resulting in a 3–5% lift in monthly order conversions.

Clearwire Corporation | Kirkland, WA

Channel Sales Manager, Strategic Partnerships 03/2009 – 06/2010

- **0-to-1 Channel Construction:** Built the online indirect channel from scratch, negotiating contracts with Amazon, Dell, Lenovo, and NewEgg, building an entirely new indirect revenue stream from scratch.
- **Hyper-Growth Execution:** Tripled sales volume (>300%) within 12 months while maintaining the lowest Indirect Cost Per Gross Add in the company.

Sprint Nextel Corporation | Reston, VA

National Account Manager, Strategic Partners 01/2002 – 03/2009

- **National Online Channel Management:** Served as Channel Manager for Sprint's #1 and #2 online resellers (InPhonic and LetsTalk.com) plus national partners including Buy.com, NewEgg, and Best Buy, responsible for gross add volume and churn management across a \$7M co-marketing budget with a 36% ship rate.
- **Volume & Velocity:** Surpassed annual partner sales targets by 20%+, delivering up to 18,000 monthly gross adds; coordinated demand planning to match partner stock levels to marketing pushes.
- **Churn Reduction:** Engineered a retention program that cut channel churn 27% YoY (vs. 14% company average) by realigning partner incentives toward long-term customer value.

EARLY CAREER & LEADERSHIP

Varsity Group, Inc. | Washington, DC Regional Manager | 1999–2001

- Managed a 7-person team overseeing 350 campus representatives at 79 universities; generated \$500K+ in quarterly revenue (+80% QoQ).

U.S. Dept of Commerce (BEA) | Washington, DC Economist | 1998–1999

- Analyzed national GDP capital stock estimates; developed financial modeling methodologies used in benchmark revisions of U.S. economic data.

EDUCATION & CORE COMPETENCIES

University of Michigan | Ann Arbor, MI | B.A., Economics & French

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|------------------------------|-------------------------------|-----------------------------|
| ▪ P&L Ownership | ▪ Operational Transformation | ▪ ERP Implementation (Odoo) |
| ▪ Working Capital Management | ▪ Founder-to-Scale Transition | ▪ Player-Coach Leadership |
| ▪ JIT Inventory Planning | ▪ PE-Prep Operations | ▪ Cash Flow Management |

- Import/Export Logistics
- Change Management
- Vendor Negotiation (China/EU)
- Cross-Border Compliance
- USMCA / Section 301
- Dual Citizen USA/MX