

## Barbara Mackie

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## Summary

MANUFACTURING...SALES...CUSTOMER SERVICE

*"Understands the business...Drives the business"*

Highly-successful, results-driven, well-respected senior business driver who establishes the foundations for operational excellence and outperforms the competition. Customer focused, devises and delivers solutions, change agent, visionary, capable of critically analyzing the market and responding to diverse issues. Thrives on challenges and working in a fast-paced environment. Articulate, tactful and diplomatic communicator, fearless net worker, who builds productive rapport with persons of all levels and cultures. Hands-on team leader, mentor and motivator. Identifies team's dynamics for operational excellence and instils confidence in all stakeholders to succeed and deliver.

**Core expertise includes:**

- Executive Leadership
- Direct Sales
- Product Development
- Manufacturing
- Customer Service
- Operations
- Performance Management
- Purchasing
- Business Development
- Change Management

## Work History

### Elite Resumes

Oakville/Shanty Bay , ON, Canada

2007 - Present

Researcher, Writer, Editor

### The Finishing Centre Inc.

Barrie, ON, Canada

Jun 2000 - Jul 2007

#### President

Established the powder coating company as a reputable, viable and competitive company producing high-quality environmentally safe products with a diverse clientele.

**Business building process included:**

- Prepared business plan, sourced and secured financing from a financial institution and incorporated company. Created logo and maxim, "Powder coating your world with lasting colour".
- Worked with industrial real estate agents to locate a 10,000 sq. ft manufacturing facility.
- Applied knowledge in partnership with a contractor of manufacturing processes. Purchased equipment to prepare a production line with a 6,000 sq. ft footprint, consisting of an overhead continuous conveyor, pretreat system, dry off oven, powder booth, cyclone and 100 ft. cure

oven. Independently acquired pump carts, dock ramps, compressor, air dryer, tow motor, packaging equipment, and all necessary office furniture and equipment.

- Applied for and gained all the provincial and federal statutory approvals required to commence operations. Worked directly with TSSA saving \$20,000 for air make up unit.
- Developed all procedures, operations and implementation of systems.
- Recruited a powder coating professional to set-up production which led to the business ramping up to capacity in a 2 shift format requiring the hiring of 16 additional employees.
- Aggressively pursued sales opportunities by networking, utilizing directory resources, suppliers and past business contacts to deliver the following impressive results:
- Boosted revenue from zero to \$700,000 in 2002, \$800,000 in 2003 and continued to maintain sales and reduce powder costs from 19% in 2001 to 14% in 2006.
- Trimmed payroll in 2004/5 by 17%, elevating gross profit by 37% in 2003, 45% in 2004 and 51.5% in 2005 while maintaining an even level of production.
- Controlled and actively monitored all facets of the business operations with limited input from two partners, one of whom agreed to be bought out within the first year due to personal issues and negotiations began in the fourth year to buy out the second partner.

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### Norcoat Powder Coating

Orillia, ON, Canada

Jul 1998 - Jul 1999

#### Manager Production & Planning

- Recruited to realign and streamline business operations after management made poor decisions. Challenged with the lack of business processes, a demoralized staff and irritated suppliers not being paid.
- Performed a comprehensive business review encompassing all functions with an emphasis on change management and realignment.
- Renegotiated supplier contracts, significantly reducing expenses. Paid all suppliers and streamlined the manufacturing process which reduced costs by 35% in the first 6 months.
- Increased scheduled goals by 25% and catapulted sales by \$4,000 per day. Retained clients and boosted customer service while maintaining the increasing book of business.

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### Sulzer Canada Inc.

Toronto, ON, Canada

Sep 1987 - Jul 1998

#### Supervisor

Sulzer Canada Inc., Toronto, Ontario

*Held the following two positions:*

##### **Supervisor, Parts & Administration, CSS Division**

- Promoted to tackle underperformance business issues with an emphasis on purchasing, supplier management and personnel issues after the merger with the Sulzer NGV Division.
- Successfully integrated the NGV Service department with the CSS Division and provided all necessary documentation and support to relocate the NGV production to Texas.
- Devised and deployed new processes, established Bill of Materials and redefined values of the rebuilds, which included the system set up of 5000 inventory components and identification of common components, enhancing customer service, reducing costs and increasing accuracy.

##### **Supervisor, Contracts & Purchasing**

- Recruited to lead, establish and strengthen the NGV brand in Canada building the business from scratch. Recruited essential personnel to create the foundation for a successful, viable division peaking at \$40 million in revenue.
- Acted as the conduit between the division and the head office in Quebec along with the Swiss-based parent company, (established in 1834 and active in 120 locations worldwide), international clients, suppliers and regulatory agencies.

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### CNG Fuel Systems

Toronto, Canada

1986 - 1987

#### Purchasing Agent

Controlled a \$1 million natural gas compressor inventory, reorganizing production processes and practices for operational excellence.

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### Royal Lepage Ltd.

Red Deer, AB, Canada

1980 - 1985

## Real Estate Agent

Acknowledged as a consistent performer, selling and buying residential properties in a turbulent market with mortgage rates at historic highs.

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## Education

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Strong proponent of furthering knowledge and skill sets. Attended numerous workshops and courses on management, leadership, manufacturing, production, product development, Quality Assurance, ISO 9002, and all manufacturing regulatory certifications. Selected accredited courses include:

Gustav Käser Management Procedures  
Sulzer, Toronto & New York, Management Competency  
Solutions Plus, The Will to Win, Trust and Teamwork  
Managing Health and Safety, WSIB

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