

# Bennie Fowler

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## Executive Profile

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Forty years of international business experience with a solid track record of success in leading turnaround efforts. During periods of organizational transitions, performed as Change Agent and effective leader.

### Career Highlights

#### **President and CEO, Bennie Fowler, LLC (January 2018 – Present)**

- Using a systems approach to improving workforce capability, agility and capacity to improve market, quality and financial performance

#### **Group Vice President, Global Quality and New Model Launch, Ford Motor Company (April 2006 – January 2018)**

- Managing and directing all quality actions associated with design, manufacturing, purchasing, marketing and sales, for Ford Motor Company products
- Implementing a standardized Global Quality and Launch Operating System across all regions that delivers continuous quality improvements
- Led the development and implementation of Enterprise Productivity Improvement plan using lean and six sigma techniques to improve cost and resource requirements
- Leading the execution of the global strategic communications plan that targets gaining consumer confidence and increasing market share

##### **Accomplished**

- ◆ Launched 900 vehicle and 163 powertrain programs on six continents
- ◆ \$5 billion in productivity improvements delivered from process improvements
- ◆ Warranty reserves improved by \$3 billion
- ◆ Ford Brand elevated to industry leading quality levels closing the gap with best in class (Global Quality Research Report); Customer Satisfaction improved 21% since 2005 and Things Gone Wrong (TGW) improved 47% since 2005
- ◆ Ford and Lincoln Brands improved rankings from last place to the Top 10 of JD Power and Associates initial quality
- ◆ Repairs per 1,000 improved 68% since 2005

#### **Vice President, Advanced & Manufacturing Engineering, Ford Motor Company (August 2005 – March 2007)**

- Managed and directed all activities related to facilities, tooling, equipment and launch for all Ford assembly plants in the Americas. Provided simultaneous manufacturing liaison with product development, purchasing, logistics, and marketing for future products.
- Developed strategic plan to reduce Prototype cost and additional 15% over the next 3 years using lean tools.
- Installed major process and tooling on more than 100 vehicle programs

##### **Accomplished**

- ◆ \$250 million in capital savings
- ◆ Reduced prototype cost by \$10 million annually

#### **Vice President, Ford Motor Company and Chief Operating Officer, Jaguar and Land Rover Operation United Kingdom (February 2003 – August 2005)**

- Restructured all activities related to product development, manufacturing, purchasing, quality, and total value management for the \$10 billion Jaguar Land Rover operation
- Launched vehicle business review process aimed at top line revenue growth and total business structure improvements
- Led major process installations: Quality Operating Systems (QOS), Launch QOS, New Model Launch organization, Materials Cost Management, Product Development efficiencies, Logistics, productivity improvements through Total Value Management work

##### **Accomplished**

- ◆ Improved profitability from \$250 million lost to \$750 million profit
- ◆ Introduced major products (LR3, Range Rover Sport, and 2006 Range Rover) driving top line revenue
- ◆ Programs approved (Jaguar XK, LR2)
- ◆ \$1.4 Billion savings to the bottom line by restructuring Product Development, Manufacturing and Purchasing

## **Executive Profile**

### **Bennie Fowler**

#### **Executive Director, Product Development, Sport Utility Vehicles, Ford Motor Company (June 2002 – February 2003)**

- Responsible for \$15 billion Sport Utility Business
- Developed vehicle business review lean enterprise model with a focus revenue growth and improving income statement
- Established current model quality processes

#### **Accomplished**

- ◆ 25% quality improvement
- ◆ Improved cost by \$500 per vehicle for Explorer, Expedition and Navigator vehicles
- ◆ Improved all other vehicle line costs by \$300 per vehicle
- ◆ Reduced material, labor, freight and warranty costs by \$400 million

#### **Director, Manufacturing – North American Car Operations, Ford Motor Company (February 2000 – June 2002)**

- Managed and directed all activities for Ford North America assembly plants.
- Provided cross functional leadership while implementing discipline process among manufacturing plants, product engineering, and suppliers.
- Managed the activities for all car plants to ensure compliance to the manufacturing standards
- Accelerated implementation of lean initiatives in all plants

#### **Accomplished**

- ◆ Two plants achieved Tops in Harbour Labor Efficiency Report
- ◆ One plant received the Shingo Prize for Excellence

#### **Director, Vehicle Programs, Product Development, Ford Motor Company (November 1997- February 2000)**

- Responsible for \$18 billion Super Duty Business
- Developed vehicle business review lean enterprise model with a focus revenue growth and improving income statement
- Led successful vehicle launches in U.S., Mexico and South America

#### **Accomplished**

- ◆ Profit improved from \$900 million to \$2.3 billion
- ◆ \$1,000 per unit enterprise cost reduction achieved in one year

#### **Plant Manager, Wayne Stamping and Assembly Operations, Ford Motor Company (December 1996 – November 1997)**

#### **Assistant Plant Manager, Wayne Stamping and Assembly Operations (October 1995 – December 1996)**

- Managed and directed all activities for 3700 employees at Wayne Stamping and Assembly Plant.
- Responsible for all deliverables related to employee safety, quality delivery, cost, and morale and environment
- Aggressively launched the Company's Lean Manufacturing Initiatives
- Successfully completed Capstone Executive Development Program

#### **Accomplished**

- ◆ Received Best-in-Class Quality honors in the J. D. Power Initial Quality Study
- ◆ Improved productivity by more than 25% within 2 years

#### **Final Assembly Operations, Michigan Truck Plant, Ford Motor Company**

#### **Body Area Manager, St. Thomas Assembly, Ford Motor Company London, Ontario (December 1990 – October 1995)**

#### **Paint Manager / Body Manager / Final Assembly Manager, Sterling Heights Assembly, Chrysler Corporation**

**(June 1986 – December 1990)**

#### **Production Supervisor, AC Spark Plugs, General Motors Corporation**

**(June 1978 – September 1986)**

## **Executive Profile**

### **Bennie Fowler**

#### **Education**

- M.B.A., Indiana University, 1986
- B.B.A., Central State University, 1978

#### **Board of Director Positions**

- |  |                             |
|--|-----------------------------|
| □ Celanese Corporation   | <b>(April 2017-Present)</b> |
| □ Baldrige Performance Excellence National Institute of Standards and Technology | <b>(2014-Present)</b>       |
| □ Beaumont Health System Board – Finance Committee Member                        | <b>(2009-2014)</b>          |
| □ Beaumont Health System Board – Chair of Quality & Patient Care Committee       | <b>(2009-2014)</b>          |
| □ Land Rover Board   | <b>(2003-2005)</b>          |
| □ Jaguar Board   | <b>(2003-2005)</b>          |
| □ Auto Alliance International Board  | <b>(2000-2002)</b>          |