

Susan E. Hartman

PROFESSIONAL EXPERIENCE

THE HARTMAN GROUP, Rochester, NY 1993–Present

President

- Turnaround of a \$60M architectural and engineering firm.
- Conducted extensive benchmarking studies in the design/development, manufacturing, supply chain, and service domains.
- Developed modeling and simulation tools to assess the agility implications of strategic outsourcing, vertical integration, work flow processes, etc.
- Conducted a business assessment and valuation of an electro-optical equipment manufacturer. Generated alternative business models and recommendations for company-wide optimization. Implementation resulted in a \$2.3 million cost savings.
- Structured and coordinated a \$1.2 million development project for a digital archiving system for medical applications.
- Evaluated the productivity and competitiveness of small to medium-sized manufacturing firms via the New York Industrial Effectiveness Program. Recommended and implemented solutions.

EASTMAN KODAK COMPANY, Rochester, NY 1972–1993

Manager, Film Manufacturing and Supply Chain

- Managed the manufacturing, planning, and delivery of \$1.2 billion of x-ray film on an annual basis for 7 worldwide sites.
- Developed a 5-year strategic plan to meet quality, cost, delivery, and product commercialization goals.
- Leveraged local manufacturing capabilities to drive market growth in closed markets.
- Executed investment and asset management strategies to consistently meet earnings and cash generation goals.
- Championed people excellence in the areas of business process training and professional/personal growth.

Manager, Equipment Development and Manufacturing

- Achieved ISO 9002 certification before all competition.
- Managed a total flow organization incorporating the research, design/development, and manufacturing of \$100 million of

- Rigorously applied a new product development process that effectively integrated all functionalities, shortened commercialization cycles, and improved effectiveness of product launch.

Director, Marketing Plans and Programs

- Developed implementation plans for new product programs, marketing promotions, and niche markets in Latin America, Asia, Africa, and Australia. Consistently exceeded annual operating plan with 15–20% regional sales
- Developed unique, effective marketing plan format that integrated market research, product development, manufacturing, and sales force to launch new products.

Director, Screen Manufacturing

- Integrated teamwork, statistical process control, and analytical troubleshooting concepts into the fabric of the organization.
- Interacted extensively with suppliers to formalize specifications and improve raw material quality.
- Managed major renovation of manufacturing facility to improve productivity, product quality, and quality of work life.
- Reduced waste bill by 70% for an annual savings of over \$6 million.

Product Development Engineer

- Utilized computer simulation and statistical process control to design, develop, and manufacture product consistently.
- Developed new imaging products for radiographic applications.
- Utilized extensive microscopic and spectrophotometric procedures to improve solution, dispersion, and emulsion quality. Dramatic reductions in liquid and coated waste resulted.

Research Chemist

- Conducted fundamental, hands-on research in the areas of photoexcited charge transfer complexes, reversible energy transfer, and photochemistry in polymer media.
- Synthesized novel, light-sensitive monomers and polymers.

EDUCATION/PROFESSIONAL TRAINING

Management Courses:

Utilizing a Balanced Scorecard, Strategic Mapping, Improving Performance Through Key Measurement Strategies, International Business Operations, Performance Management, Marketing Management, Workforce Diversity, Quality Leadership Process

Functional Skills:

Principles of Finance/Accounting, Malcolm Baldrige Quality Criteria, Statistical Process Control, Fundamentals of Radiology, Management of Hazardous Waste, Principles of Polymer Science

B.S. in Chemistry, Magna Cum Laude;
Juniata College, Huntingdon, Pennsylvania