



Larry Hirschfield

Operations Executive

BACKGROUND SUMMARY

Larry is an Operations executive with over 40 years of global business experience, successfully leading the start-up of new facilities, including in China and Korea. He has been a champion of continuous improvement initiatives, driving operational improvements that liberated assets, reduced fixed costs, and increased net income. Larry has also been instrumental in Lean transformations, new plant layouts, and expansion planning. He has held senior leadership roles across several major automotive firms, including GT Technologies, where he served as Senior Vice President of Operations, overseeing six global manufacturing sites. His performance-driven leadership delivered a 20% profitability improvement at the company's largest plant while simultaneously reducing quality issues by 25%.

SELECT EXPERIENCE

Senior Operations & Manufacturing Consultant

Senior Vice President of Operations

Vice President, Global Manufacturing Engineering

Vice President, Powertrain Innovations

Executive Director, Global Operations Quality

CORE COMPETENCIES

Manufacturing Engineering

Six Sigma

Cost Reduction

Toyota Production System

Cross-functional Team Leadership

Change Management

Quality Systems

Logistics

Root Cause Analysis

EXPERTISE & ACHIEVEMENTS

- **Improved profitability** of a company's largest plant by over 20% and reduced quality issues by 25%
- **Led design and construction** of a \$15M Technology Center dedicated to VariGlide development
- **Led the turnaround** of two manufacturing facilities, improving EBIDA by 12% and 8% over the prior year

PROFESSIONAL HIGHLIGHTS

Dana Incorporated: As Vice President, Global Manufacturing Engineering, Larry was responsible for developing strategies, overseeing engineering activity for new program launches, and ongoing continuous improvement activity. He spearheaded the creation of a global talent assessment and implemented it for 93 manufacturing facilities. Larry developed, in collaboration with direct operational management, forging strategies for two business units. He created a new capital planning process to replace the existing system and improve forecasting and the LRP process. Larry also led a team to develop the MES roadmap to be implemented in a new state-of-the-art manufacturing facility.

As Vice President, Powertrain Innovations, Larry was responsible for the development and commercialization of disruptive CVT transmission technology. He led the engineering team and manufacturing strategies to commercialize the new product globally. Larry directed the development activity, resulting in the award of the first development program with an Asian OEM. He led the design and construction of a \$15M Technology Center dedicated to VariGlide development and led the initiative to reduce product cost by 49%.