

# AUDREY GANSCHAR, MS

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## (ASS.) DIRECTOR OF INDUSTRIAL ENGINEERING

Manufacturing Management | Performance Optimization | Cost Control

\*\*\*Authorized to work in the USA without sponsorship\*\*\*

Dynamic and resourceful professional with hands-on expertise in governing production plants, improving product quality, implementing a lean methodology, and monitoring KPIs. Impactful leader; reorganizing the industrial engineering team with a strong emphasis on technology integration and process optimization.

Intuitive mindset; effectively determining innovative solutions to complicated business growth and operational challenges. Excellent collaborator; engaging with stakeholders and gaining buy-in. Focus on economic and financial benefits, as well as productivity gains. Demonstrated experience in three different sectors, including pharmaceutical, automotive manufacturing, and technology.

### Areas of Expertise

- Industrial Engineering
- Diversity & Inclusion
- Process Optimization
- Strategy Design
- Product Innovation
- Manufacturing Excellence
- Lean Management
- Quality Assurance
- Supplier Relations

### CAREER HIGHLIGHTS

#### Impactful leader

Led, coached, and empowered different organizations and individuals towards a common goal to achieve company objectives while creating an excellent working atmosphere with improved retention rate.

#### Diversity as competitive advantage

Leveraged four spoken languages to foster a diverse culture, including different perspectives and allowing the company to stay innovative and one step ahead of the game that enhanced engagement.

#### Sustainable Transformation

Transformed different businesses which impacted more than 1K people with a clear vision and strategy and ensured leadership commitment to drive the change.

“She convinced her employees and very successfully promoted cooperation. Ms. Ganschar informed her team, suggested further training measures, delegated tasks, and responsibilities in a sensible way, and thus achieved a very high department result. As a manager, Ms. Ganschar demonstrated her excellent ability to integrate. She was always able to include all members of her team in the decision-making process according to their personality and competence, and was thus able to create an excellent working atmosphere in her team.” - **Christoph S., Senior Director Human Resources, Endress+Hauser**

### PROFESSIONAL EXPERIENCE

Johnson & Johnson – Janssen Vaccines & Prevention | Leiden, Netherland

*Head of Facilities Engineering & Automation*

*2022 to 2023*

Set short and long-term objectives for the department, aligning them with the broader organizational vision and ensuring a clear trajectory for success. Drove engineering excellence by promoting best practices, adopting emerging technologies, and staying updated on industry trends. Create a good working environment by making goals and vision transparent, involving and listening to employees while developing them.

- Developed digitization strategy, managed engineering operations, tracked budget (\$30M), and reported to stakeholders while governing 52 building projects by adopting scrum methodology.
- Established a robust governance process, including coordinating stakeholder meetings focused on projects, monitoring key performance indicators, and managing to stay within 5% of budget goals.
- Administered five direct and 18 indirect reports, strategically laying the foundation for a streamlined management system while leading site project management and improving project delivery time by 25%.
- Improved customer satisfaction by 35%, a testament to the synergy of leadership and pioneering technological advancements.

## Endress + Hauser - Level + Pressure | Maulburg / Stahnsdorf, Germany (2018 to 2022)

### *Sr. Manager Industrial Engineering*

2020 to 2022

Prioritized the enhancement of standards, service efficiency, and comprehensive training programs while orchestrating a strategic reorganization that led to the stabilization of the corporate industrial engineering team. Demonstrated commitment to operational excellence and continuous improvement while directing the structured deployment of new manufacturing technologies.

- Improved operational efficiency while focusing on digital maintenance with SAP PM/EAM and developing a digitization strategy for four industrial engineering departments on-site to implement Manufacturing Execution System (MES).
- Managed 15 direct reports, budget (€5M) / P&L, in four teams, including process optimization, maintenance, planning, and quality assurance while driving consistent improvements e.g., improved throughput by 20% across multiple lines.
- Set up proactive maintenance processes and organization with 4-level process engineering support and root cause analysis, resulting in a reduction of reactive maintenance issues by 15% and equipment downtime by 30%.
- Optimized processes and workflow efficiency by 15% and 25% WIP reduction that contributed to a positive P&L impact with €10M.
- Propelled organizational growth while championing impactful diversity initiatives by building clear roadmaps and establishing/growing team to 50 FTE.

### *Manager Industrial Engineering*

2018 to 2020

Managed nine direct reports, including planners and technology experts with a focus on manufacturing technology and production planning while governing budget/P&L. Achieved a reduction in process variance by optimizing core procedures, aligning them seamlessly with corporate standards. Established a comprehensive framework for continuous capacity and investment planning, ensuring optimal resource allocation to meet present and future demands.

- Maximized the output of the production line by 20% (€15M) and streamlined processes through the strategic implementation of lean methodology that improved workflow dynamics.
- Minimized quality issues and saved costs by 20% through process analysis, value stream mapping of the production line, and reduction of product variance.
- Played a pivotal role in the production site relocation, including restructuring the site-specific industrial engineering team of 25 FTE with a strong emphasis on technology integration and process optimization.
- Maintained a steady and efficient production flow while leading New product integration (NPI) and management of relocation and ramp-up processes along the value chain.
- Implemented lean management principles, introducing core tools, such as 5S and value stream design that promoted a culture of efficiency, waste reduction, and continuous improvement.
- Drove organizational effectiveness by cultivating a diverse and inclusive workforce which impacted 1500 employees, achieved through the initiation, design, and successful ramp-up of a comprehensive diversity initiative.

## Daimler AG | Sindelfingen, Germany

### *Project Manager*

2016 to 2018

Fulfilled stakeholder requirements and administered P&L while conducting standardization projects across Germany. Supervised a team of 10 employees, overseeing technical aspects across human resources, work management, and production.

- Optimized resources and achieved overarching organizational goals while governing strategy projects, such as standardization between the plants in Germany to save labor costs by 5% (€2M).
- Monitored the financial status of each different department and innovated solutions to improve financial reporting for the director while ensuring informed decision-making.
- Collaborated with HR to oversee the creation of a new software solution while strategizing to ensure the presence of a skilled and optimal workforce of 800 FTE that facilitated an efficient car production process.
- Served as the Deputy Team Leader, supporting a team of 22 employees to nurture skill development and drive collective efforts toward achieving shared goals.

### *Operating Engineer*

2014 to 2016

Governed commissioning projects and oversaw the seamless integration of new products into operations, including meticulous planning and coordination of resources. Piloted continuous learning initiatives, such as the development of training concepts and the qualification of employees. Led the strategic direction of the team, including annual headcount reduction while aligning with overarching organizational goals.

- Improved throughput while managing painting, bathing, and drying operations, resulting in a 30% rework reduction in three plants together throughout Germany.
- Supervised six direct reports and 120 employees as Deputy Team Leader for three months while making decisions on whether to recall cars for necessary adjustments or permit them to proceed.
- Demonstrated a commitment to excellence with an emphasis on quality optimization while leading operations associated with cross-divisional project management, resulting in a 10% Hours Per Vehicles improvement.
- Streamlined critical manufacturing processes while directing optimization and further development of the seam sealing and spar space preservation process (CIP).

#### *Commissioning Engineer*

*2012 to 2014*

Led the installation and setup of new systems, equipment, and technologies, guaranteeing their correct positioning and connection according to design specifications. Prepared detailed commissioning reports, documenting test results, findings, and adjustments made during the commissioning process.

- Ensured compliance with the plan and met the due date for the car launch in collaboration with the innovation tech team, 20 suppliers, production, and equipment and planning department.
  - Warranted all the different cross-functional groups efficiently performing their job while introducing the S Class Coupe into the production line.
- Played a crucial role in coordinating team efforts while serving as Deputy team leader for 20 employees.
- Warranted success of complex projects by streamlining operations linked with coordination of machine conversions, planning of tool changes, and part optimizations from the prototype-vehicle phase, including series support (S-Class, S-Class Coupé) and supplier management.

### **HONORS & AWARDS**

Diversity Ambassador, Endress+Hauser  
 Treasury leader University Gala Event, EPF - Ecole d'Ingénieurs  
 University Representative, EPF - Ecole d'Ingénieurs

### **LANGUAGES**

French (Native/Fluent), German (Fluent, Test DAF), English (Fluent, TOEIC), Chinese (Fluent, HSK 5)

### **TECHNICAL SKILLS**

Microsoft Office, MATLAB, C++, Microsoft Visual Basic, Engineering Client, Siemens NX

### **EDUCATION & CREDENTIALS**

Master of Science (Industrial Engineering), Tsinghua University – Top 30 worldwide (Specialization in production engineering with a focus on industrial engineering) (GPA 3.3)

Computer Science and Information Management Faculty, Exchange Program, National Taiwan University

EPF - Ecole d'Ingénieurs, Diploma Engineer (Information Systems Management) (GPA 3.7)

Greenbelt, Deltalyze