

# SETH B. CAPSTONE, MBA

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## Capital Project Management Executive – VP / Director

*20+ years' leadership in capital projects, facilities and sourcing*

Capital projects and sourcing executive who has saved hundreds of millions for major players spanning clean tech, biotechnology, pharmaceutical, and chemical industries. Success at BigBio (\$83B market cap), BT Engineering (\$7B market cap), and Renew (\$200M market cap), in multiple capital service and chemical markets including US, China, India and Japan. Consistently enhance efficiencies, extract value and add millions to the bottom line.

**Global Strategic Sourcing & Procurement | Logistics | Capital Finance**

**Strategic Financial Analysis | Lean Manufacturing | Competitive Bidding | Business Development**

### CAREER PROGRESSION

**RENEW, INC.**, Emeryville, CA

February 2015–present

*Integrated renewable products company providing sustainable alternatives to broad range of petroleum-sourced products. Revenues \$100M TTM.*

**Senior Director, Global Strategic Sourcing & Contract Manufacturing Operations**

*Built and piloted Sourcing Group, implementing new sourcing strategies that slashed costs by millions.*

*Steered execution of company's first commercial-scale US-based production facility—\$15M retrofit of xanthum gum plant in IL.*

*Delivered project safely, on time, and 10% under budget.*

- **Directed manufacturer, engineering firm, equipment suppliers and process development team.** Controlled costs and maintained schedule in face of fluctuations in process and personnel.
- **Achieved 60% reduction in unit costs** by developing company's first manufacturing scorecard.
- **Tightened spend** by conducting competitive bidding for engineering design services.
- **Shaved \$400K off working capital expenses** and ensured better performance from contractors and CMO by conducting financial analysis and converting to new payment schedule.

**BIGBIO, INC.**, Thousand Oaks, CA December 2005–February 2015

*Global biotechnology giant with \$17B in annual revenue.*

**Senior Category Manager, Global Strategic Sourcing** (Dec 2012–Feb 2015)

*Crafted sourcing strategies that drove cost reduction and enhanced supplier performance.*

- **Sourced goods and services in verticals with \$500M annual spend** – Capital Projects, Maintenance Repairs & Operations (MRO) and Capital Equipment – in US, Puerto Rico, Canada and Europe.
- **Negotiated resolution of disputes on major 4-year international multi-billion-dollar capital project** in BigBio's favor, netting \$200K in direct savings and allowing project to close without further cost and delay.
- **Developed MRO spare parts strategy for \$40M category targeted to save 20% annually** by eliminating duplication of efforts and excess head count while inserting accountability and improved metrics.
- **Locked in 5-year Master Services Agreements** with major global firms to provide \$500M in engineering, architectural and construction management services, shrinking costs and establishing platform for mobilization.

**REDUCE OPERATIONAL RISK THROUGH STRATEGIC PLANNING AND ACTION.**

**MANAGE DOZENS OF TEAMS & BUSINESS UNIT EXECUTIVES.**

**INTERNAL: PROJECT CONTROLS | PURCHASING | FINANCE | SOURCING | R&D**

**EXTERNAL: ENGINEERING | ARCHITECTURAL |**

**CONSTRUCTION MANAGEMENT**

*"We had 5 days to get a CMO deal done in Germany. With one call to Seth he took it from no relationship to a signed contract in 4 days and he got us a better deal than what we had on the table at the onset." – CEO, BigBio*

## CAREER PROGRESSION (Cont'd)

### BIGBIO, INC., CONT'D

#### Senior Project Manager, Capital Projects (Dec 2005–Dec 2012)

*Developed scope, funding justification and execution strategy for dozens of projects ranging from \$2M to \$1B+.*

- **Headed capital improvements Day One Team for 3 acquisitions ranging from \$380M to 1.3B.**
- **Orchestrated \$4M expansion of Global Government Affairs office**, allowing for continuous operation with no interruption of lobbying efforts. Delivered on time and under budget.
- **Staged numerous R&D projects with \$80M total spend**, avoiding impact on other R&D efforts.
- **Managed Louisville Distribution Center's \$50M multiyear expansion.** Delivered on time and under budget, without disruption to existing operations.
- **Executed successful \$20M project for new \$100,000 sq. ft. Toronto office** from survey to construction.
- **Invited by Construction Industry Institute to join Product Review Board.**

#### BT ENGINEERING, Thousand Oaks, CA and Shanghai, China December 2002–December 2005

*Engineering Consulting firm focused on providing design, commissioning and validation services to biotech and pharmaceutical firms worldwide through a network of 7 offices and 250 employees. Revenues \$40M TTM.*

#### Senior Director, Capital Projects

*Spearheaded design/build for \$150M bulk commercial monoclonal antibody (mAb) facility for novel therapeutic as Senior Program Director in China, shortening overall timeline by 3 months.*

- **Powered the relaunch effort of a multinational multi-disciplined team from USA, Europe, India and China** to build a comprehensive integrated program. Directed EPCMV through development of logic-driven project schedule, project controls, and formalized project management structure.
- **Eliminated \$350K in unnecessary costs and reduced risk by 60% by leveraging lean manufacturing methodologies** and critical path analysis to re-sequence priorities.

#### BIOTECH ENGINEERING, Cincinnati, OH January 1997–December 2002

*Global provider of technical, professional, and scientific services, including engineering, architecture, construction, operations and maintenance. \$10.9B revenue, 54K employees, 230+ locations worldwide.*

#### Project Manager, Capital Projects (promoted from Process Engineer and Project Engineer)

*Proposed, scoped, and executed dozens of multi-discipline engineering projects, \$10M to \$50M in TIC, meeting all project deliverables on time and on budget.*

- **Spanned biotech, pharmaceutical, food, chemical, polymer, and fertilizer industries.**
- **Delivered projects to VIP clients including BigBio, Genentech, Amoco, Shell, Kellogg's, Eli Lilly, Genetics Institute/Wyeth, and Bayer.**

## EDUCATION & CERTIFICATIONS

**MBA, Major in Finance, Minor in International Business, UNIVERSITY OF OHIO**  
Obtained degree while working full time and traveling internationally for Biotech Engineering

**BS, Chemical Engineering, UNIVERSITY OF OHIO**

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**Professional Certified Engineer (Ohio PE 123456)**

Seth had been sending out an old resume to his networks that was not achievement and metrics focused, and he was getting a lukewarm response. We loaded his resume with lots of numbers that would convey his value to his next employer.

One of the issues we negotiated with Seth is that he wanted to market himself both as a capital projects executive and a sourcing/supply chain executive. While these two areas often intersect, there was potential to write different resumes for these two focal points. We ended up with three versions of his resume: this one (which was all-encompassing but through a capital projects lens), plus a version targeted for capital projects and another for sourcing. In the end, he ended up using this more complete version for the majority of his job search activities.

We mentioned the companies where Seth had worked in the top summary because BIGBIO is an extremely well-known large company and we also wanted him to come across as marketable to smaller companies.

Rather than have a Core Competencies section, we placed Seth's 3 most important skills under his title, and, since they fit, put the rest of his key competencies in a bullet. We also used the top bullets to provide a sense of the range of industries and functions where he has experience/expertise.

For each of his positions, we chose an overarching accomplishment followed by bullets of how he achieved the larger project wins.

Seth had a huge uptick in the response he was getting from his networks. He obtained a position as Senior Director of Capital Project Management at a global engineering & consulting company in the biotech sphere.

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