

# Roger Baxter

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**Objective:** To provide my employer a significant advantage over their competition through application of my broad experience, production management skills, and technical knowledge in innovative utilization of publication technologies and streamlined work flows to best fulfill their (or their client's) print communication needs.

## **Characteristics:**

- ✓ *A get the job done on time and within budget manager.*
- ✓ *Multiply the benefits of my experience through those who report to me.*
- ✓ *Remain focused on the overall objective while taking care of the details.*
- ✓ *Know how to get work done efficiently and how to get others to do so as well.*
- ✓ *Understand the potential of modern technologies and how to use them to produce the desired cost effective printed materials and Internet based digital documents.*

## Managerial Accomplishments

### **General Supervision:**

- Raised productivity, increased control, and reduced turnaround times.
- Responsible for sales forecasting, inventory control, production, and order fulfillment for 500 products, 6 magazine titles, and their direct mail promotions.
- Economized product manufacture with standardized operations and materials.
- Improved cost to price ratios through efficient methods and streamlined systems.
- Directly supervised as many as 6 departments with up to 40 staff members.

### **Customer Service:**

- Personal experience in a direct customer service/production coordinator role.
- Sole contact and salesman for certain customers; increased sales by 31%.
- Responsible for establishment and maintenance of processes, programs, and personnel to meet or exceed needs and expectations of internal client departments.

### **Budget Oversight:**

- General Plant Manager with profit/loss responsibility for a \$2 million plant producing over 40% growth during each of 2 consecutive years.
- Developed and monitored internal department operating budget of \$2.8 million.
- Oversaw \$40 million advertising program's vendor contacts, bids, and analysis.
- Purchased \$600,000 of outside production services.

**Staff Development and Training:**

- Upgraded department supervisors by hiring or promoting goal oriented individuals and by coaching them into effective and efficient production managers.
- Developed customized training materials and presented training programs to increase productivity of staff.
- Supervised training program to keep 52 staffers on leading edge of technology.
- Supervised other department members and contributed expertise in development of client's relationship marketing and web based programs.

**Productivity Enhancement:**

- Achieved an 86% reduction in critical project lead times.
- Saved \$1.5 million in first year with implementation of new technologies.
- Boosted employee morale, organized inventory control system, set up job tracking system, and reorganized for more orderly work flows; thereby improved quality of staff performance, liquidated backlog of orders, and cut overtime requirements.
- Decreased personnel requirements 47% while meeting the demands of a 305% increase in output.
- Produced 18% more work using 56% fewer staff members.
- Developed Excel and Access database systems for monitoring and reporting work flow, backlogs, and schedule compliance.

**Project Management:**

- Directed a multi-department team in research, evaluation, selection, design, and implementation of \$1.7 million technology upgrade covering 10 work groups.
- Lead a multi-department and multi-vendor team in continual re-engineering program of process improvement, quality enhancement, and lead time reduction.
- Designed computer based inventory control and job cost projection and monitoring system on mainframe computer system; designed and coded project scheduling and work group workload monitoring system on PC based computer system.
- Developed and coded job operations cost monitoring and charge-back system and other reporting operations using SAS database.
- Provided overall production control for over 400 projects annually by implementing computerized scheduling, regular work flow communication, time accounting, and established hourly costs and charge-back procedures.
- Source and oversee production of advertising and communications materials from digital files to finished or mailed product.
- Created Internet websites and advertising banners; achieved top 5 rankings on major search engines and significant topical interest segment traffic and response.

## Management Experience

### **Employment:**

*8/98 - 2/03* Coyne Beahm, Inc., An Advertising and Marketing Agency  
Specializing in Database Relationship Marketing Programs, Greensboro, North  
Carolina

*7/94 - 7/98* Independent Management Consultant, Specializing in  
Publication Technology Optimization for Advertisers, Publishers, and Printers,  
Winston-Salem, North Carolina

*2/87 - 7/94* Lowe's Companies, Inc., Home Center Retailer, North  
Wilkesboro, North Carolina

*2/84 - 11/86* The Education Center, Inc., Private Publishing House,  
Greensboro, North Carolina

*4/82 - 1/84* Fisher-Harrison Printing, Commercial Printer, Greensboro &  
Durham, North Carolina

*1/78 - 12/81* The Education Center, Inc., Greensboro, North Carolina

## Education

- Post graduate study on full academic scholarship, Wake Forest  
University, Winston-Salem, NC, 1974 - 1975
- B.A., Southwest Baptist College, Bolivar, MO, 1974