
Perry A. Denning

CEO/COO/Vice President ~ General Manager ~ Executive Consulting

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- ❖ Comprehensive global C-Level leadership & management of High Technology Manufacturing with benchmark Customer Relations. Skilled in WW Supply Chains, profit driven Sales, customer focused Marketing, Process and System focused Engineering, aggressive R&D in software & products with tough Financial controls.
 - ❖ Management Leadership that empowers all employees, demonstrated abilities to discern, formulate, create & execute strategic & tactical actions enabling the entire enterprise for transformational revitalizations.
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Title Positions

- **CEO (USTI)** Universal Semiconductor Technologies Inc., Start-up consultant in concurrent role
 - **President** Perry Denning & Associates, LLC 5-Years ~ Executive & Technology Consulting Enterprise
 - **Chairman** [Semicoa Corporation](#) <1-Year ~ Space Grade Discrete Devices Manufacturing Company
 - **COO/President** [Semicoa Corporation](#), (Start-Up) 2-Years
 - **Acquisition Advisor**, [Semicoa Corporation](#) VSC Private Equity 1-Year ~ Private Equity Investment Company
 - **CEO/President** [Semicoa Corporation](#) (Semiconductor Corporation America, Inc) 2-Years
 - **VP Operations & Quality** Fyrestorm, Inc. (Start-Up) 2-Years 1-Year ~ Power Mngmt IC Company
 - **VP Operations & Quality inSilica Inc., (Start-Up) 1-Year ~ SoC ASIC Device Fables Co.**
 - **GM & VP Semiconductor Division**, Celeritek, Inc. (Start-Up Division) 6-years ~ RFIC IDM Company
 - **VP Operations & Quality** Integrated Circuit Systems, Inc. 2-Years ~ Clock-Chip IC Fables Company
 - **VP Wafer Fab Subcon. & WW Facilities**, VLSI Technology, Inc. (Start-Up) 13-Years ~ ASICs
 - **Director HMOS2 & HMOS3 Wafer Fabs** (Start-Up Factories) Texas Instruments, Inc. 8-Years
 - **Engineering Manager** Texas Instruments, Inc. 5 Years
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Capabilities and Skills

1. Expert proficiencies in Semiconductor Processes & Systems – Engineering / Manufacturing / Operations / Supply Chain / complex technology products & development requirements / Fab-Packaging-Assembly-Test-FA with expert Foundry interface management
2. Effective policies, systems, procedures, cash flow management, continuous improvement & budgets Management of the Bottom Line (EBITDA)
3. Team Leadership Mentoring & Coaching
4. Change management with trust & common goals
5. Consensus Management / Employee Empowerment
6. Total Quality & Total Cycle Time Coach Creation of Environments of Collaboration & Accountability
7. Zero-based budgeting, financial controls & executive dashboard reporting
8. Adaptive, TCT (Total Cycle Time Management), Lean (Toyota Production System), Six Sigma & ToC (Theory of Constraint) Expertise creating Organizational Development & Revitalization
9. Development of effective performance metrics
10. Innovative, aggressive problem detection & resolution

Leadership Areas of Impact

- Customer-Focused management creating an environment of partnership & supplier bias
- Hiring, inspiring and leading A+ people aggressively enhancing total operational & business excellence
- Rapid growth of revenue & profitability (EBITDA)
- Leadership that inspires loyalty and trust, Perceptive and insightful leadership & coaching
- Orchestration zero-based budgeting & Financials Reduction of costs and waste
- Innate ability to quickly assess, evaluate & enhance by 'effective management measurements' the constraints in any process or system enabling rapid corrective action to problems.
- Practical implementation of Lean and TCT inventory controls improving time to market & cycles of learning
- "Best in Class" Practices." Highly adept at structuring, re-organizing and aligning organizations & metrics.

Positions & Results

USTI, - January 2017- Present: Under contract as **Chief Executive Officer** for start-up Semiconductor Company, liken to Celeritek, with offices in Santa Clara CA with factories in Mainland China. Providing administration, technical advice, leadership on operations, quality, staffing and complete new manufacturing site execution. Establishing a Marketing-Design virtual factory start-up

Managing Director, Perry Denning & Associates – 2011- Present: Providing assessment and advice on technology, operational efficiencies, business development, customer and employee relations, and management practices. **Projects:** assessment of E&A site selection, assessment of Facility Design, review of Silicon and RFIC Manufacturing processes, assessment of engineering staffing expertise, best practices review including ERP / MES systems, acquisition & reinvestment strategies for VC & PE, technical reports on semiconductor market segments, technology assessment for Defense Electronics market, optical device assessment of process capabilities for client, comprehensive operational, process and quality assessment of packaging, assembly & test (PAT) for client, recommendations for 'Pull' type inventory control procedures for clients, Statistical Process Control training, process capabilities study for clients in specific technologies. Currently Active

SEMICOA CORPORATION, Costa Mesa, CA 2/15/2009 – 11/15/2011

Established military aerospace & radiation hardened discrete semiconductor company with ~\$20M in annual revenues. Semicoa was a privately held company (180 employees) that was sold to competitor MicroSemi in 2008 and reformed by DoJ in 2009

President & COO – Semicoa Corporation (2009 – November, 2011)

Acquisition Advisor DoJ/DoD – Vance Street Capital, LLC (2008 – 2009)

President and CEO – Semicoa Corporation (2007 – 2008)

Led turnaround of privately held Semicoa in 11 month run up reversing negative EBITDA & achieving 39 year high in revenue and profit. This entailed revitalizing sales & operations staffing, revising Terms & Conditions of sale, implementing Lean and TCT, eliminating bottlenecks and more. Identified and corrected the business and operational constraints creating continuous improvement action plan that enabled historic growth focused on the core capabilities and strategic new product development led by creating a customer focused execution.

- Grew company's revenue From \$11M to high of \$14.7M and EBITDA to a record \$3.3M in an 11-month corrective strategic plan aimed at \$20M+ in following year.
- Increased GPM from 36% to 68%; reduced 6-month delinquent customer deliveries and replaced the archaic ERP and implemented true MES. Instituted financial budgeting/control with strict operational disciplines and forecasting.
- Crafted new 3-year strategic plan. Initiated/negotiated buy-out of underperforming Opto-Business.

In 2008, owners sold to competitor MicroSemi. Customers acted immediately aided by DoJ and DoD in a forced divestiture to re-establishing my leadership of SEMICOA with my management team.

In 2009, with my guidance, Vance Street Capital acquired assets with customer sponsorship at DOJ. Worked as acquisition advisor on SEMICOA acquisition and in 2009 named President and COO of newly re-formed SEMICOA; promoted to Chairman in August 2011.

- Completely rebuilt decimated Semicoa operations after divestiture, financial and sales organizations (2009-2011). Invested capital from PE in a series of cycles. Totally restaffed financial, sales, marketing, engineering and manufacturing functions and re-establish MilStd certifications required before sales could be made.
- Created core capabilities that grew business revenues from \$500K/month to \$2.5M/month.
- Developed and launched two Rad-Hard product lines with 6 quarters of rapid growth \$6M to \$22M/Yr.

- Advised Vance Street Capital on acquisitions of Radiation Assured Devices, ON Semiconductor, Solectron and SSDI (2008 – 2009).
- Promoted to Chairman and hired former employee as President. Encountered unreconcilable differences with PE partner over desired high growth during Military Industry pullback. Moved to Texas and started consulting business parttime.

FYRESTORM, INC., Sunnyvale, CA – *Private Fabless mobile power management IC company; \$10M revenues*

Vice President – Operations & Quality ~ Virtual Factory~(2005 – 2007)

Establish volume commercial supply chain and quality organization. Due to DFM drove redesign of the power management chip product line into cost effective packaging enabling rapid growth of the hi-tech start-up.

- Successfully built a customer service driven, customer facing, and volume manufacturing supply chain that supported revenue growth from zero to \$10M in annual revenues.
- Produced a cost reduced new product solution in collaboration with cross-functional Team of Marketing, Design Operations and Sales and staffed a Test-Engineering group reducing test cost by 90%.

INSILICA, INC., Santa Clara, CA - *Privately held, specialized SoC ASIC Fabless COT start-up \$2M - \$10M*

Vice President – Operations & Quality (2004 – 2005) Led creation of a world-class operation, quality and supply chain organization that supported a leading-edge technology capability in high mix low volume, high pin-count products. Worked alongside VP of Sales on business development and sales efforts in growth of sales revenues from zero to \$20M annually.

- Developed pipeline of 22 active customer engagements and closed major deals with Flextronics, Stream Processors, Adram, Flextronics and Colorific by leveraging technical design talent and operations structure.

CELERITEK, INC., Santa Clara CA - *Publicly-traded RFdevice & systems Company with three divisions: (antennae, RF Systems and RFIC consumer products);~\$90M in annual revenues; acquired in 2003 by Hedge Fund.*

General Manager and Vice President RFIC Semiconductor Division (1997 – 2003)

Establish new RF semiconductor divisional Consumer Product business unit enabling B2B sales and volume manufacturing. Equiped and staffed the consumer products division from the ground up as a new business unit of Celeritek’s existing systems growing revenues from \$1M/Quarter to \$15M/Quarter with new products. Took an archaic laboratory scale GaAs RFIC Fab and die-sales only environment to a high-volume production, high-growth technology business winning large volume contracts with companies that include Motorola, Mitsubishi, Rockwell and Ericsson.

- Upgraded and transformed the manufacturing methodology from pure domestic, vertical structure to a combination supply chain with 50% external foundry with low-cost in-house pilot production and off shore subcontract P&T
- Established and negotiated a game changing material cost reduction through supplier partnership.
- Built and led team in developing disruptive hi-tech process technology for commercial power amplifiers

PRIOR EXPERIENCE AND POSITIONS

INTEGRATED CIRCUIT SYSTEMS (ICS), INC., Valley Forge, PA

Publicly-traded Fabless Clock Chip and Network IC Company; \$100M in annual revenues

Vice President of Operations & Quality

VLSI TECHNOLOGY, INC. San Jose, CA *Start-up and Publicly-traded IDM & Fabless ASIC Company \$5 to-\$900M*

Vice President of Operations, San Antonio Wafer Operations

Vice Presiden of Operations, Strategic Programs, Wafer Fab Expansion & Subcontract Fab

TEXAS INSTRUMENTS (TI), INC., Houston, Texas

Director of Operations, MOSII and MOSIII Production Facilities *Public Semiconductor Company with \$2Billion+ in annual revenues*

Education and Industry Expertise

B.A. Chemistry, Austin College, Sherman, TX; MBA Coursework University of Dallas; “Product Customer Center, (PCC Management), Methods & Strategies”: Fundamental Business Structures of Texas Instruments, Inc.; “Front End Training Program:” Texas Instruments Comprehensive Process & Product Engineering Training College; “Constraint and Cost Modeling”, Texas Instruments Training College; “Total Cycle Time: Lean Manufacturing”, The Thomas Group; “Total Quality Management (TQM)” & “The 10 Prerequisites for Successful Measurement,” W. Edward Deming Institute. “Change Management: Processes & Procedures, Texas Instruments College