
STEVE SALINDEHO

SSALINDEHO@ME.COM 778-990-8229 LINKEDIN.COM/IN/SALINDEHOSTEVE

CHIEF OPERATING OFFICER

Industrial Technology | Advanced Manufacturing | Operating Systems | Profitable Scale

Growth eventually asks a different question of every company: can the operating organization carry the complexity that success has created?

I have spent three decades working at that point.

I have built operating structures from the ground up, repaired systems that had stopped scaling, integrated acquired businesses, and led through periods when manufacturing, supply chain, engineering, technology, finance, customers, and people all needed to move as one operating system rather than a collection of functions.

My approach is practical. Structure should make a business faster, not heavier. Good operating cadence should reduce meetings, not create more of them. Data should make decisions clearer. Leaders should gradually need less intervention from the executive floor, not more. And operational excellence should be visible in throughput, quality, customer delivery, margin, working capital, and the confidence people have in how decisions get made.

Welding robotics is a new product domain for me. The operating challenge is not. I

have spent much of my career where engineering decisions become manufacturing consequences, supplier capacity determines growth, quality cannot be negotiated, technology must translate into better execution, and increasing complexity eventually demands a stronger operating system underneath the business.

Novarc is entering exactly that kind of moment.

CAREER IMPACT

30+ Years Leadership | **440+** Professionals Led | **30+** Manufacturing & Operating Sites | **Full P&L** Accountability | **\$1.2B+** Annual Spend Accountability | **\$280M+** Documented Value Created

WHAT I WOULD BRING TO NOVARC

Scale Without Bureaucracy. Build the operating structure needed for growth without taking away the speed, ownership, and entrepreneurial energy that created it. Clear priorities, decision rights, operating cadence, accountability, and escalation should result in fewer surprises and less executive firefighting.

Manufacturing, Product Readiness & Margin Discipline. My foundation is manufacturing, beginning with Lean, Kaizen, Genba, Standard Work, and quality discipline at Toshiba. Since then, I have led capacity planning, production and supply integration, supplier development, inventory, quality systems, post-acquisition integration, and cost improvement where engineering choices directly affect manufacturability, margin, delivery, and customer outcomes.

Customer Execution & Leadership. I connect operating functions around the commitment made to the customer, supported by disciplined program governance and decision visibility. Just as importantly, I build leaders who challenge assumptions, surface difficult issues early, make sound decisions, and gradually require less intervention from the executive team.

EXECUTIVE CAPABILITIES & OPERATING SYSTEMS

Enterprise Operating System & CEO Leverage | Strategy-to-Execution | Operating Cadence | KPIs & Dashboards | Decision Rights | Accountability | PMO & Program Governance | Executive & Board Reporting

Manufacturing, Product Readiness & Quality | Capacity Planning | Production & Materials Integration | Lean | Kaizen | Genba | Standard Work | TQM | ISO 9001 | Engineering-to-Operations Readiness

Supply Chain, COGS & Margin Discipline | Supplier Capacity & Qualification | Inventory & Working Capital | Strategic Sourcing | Production Planning | Lead-Time Reduction | Supplier Risk | Logistics | Commercial Governance

Customer, Digital & Organizational Scale | Customer Delivery | Operational Readiness | ERP & Planning Systems | Operational Analytics | Automation & AI-Enabled Planning | Capital & Facility Readiness | Leadership Development

Enterprise Technology & Decision Platforms | SAP | Oracle | NetSuite | Maximo | Cognos | Kinaxis | Coupa | Ariba | GEP | S&OP / IBP | Scenario & Capacity Planning | Contract Lifecycle Management

EXPERIENCE

PRINCIPAL, ENTERPRISE STRATEGY AND OPERATIONS | **ENVICOR | CALGARY, AB, CANADA | SEPTEMBER 2023 - PRESENT**

Envicor is an independent strategy and operations advisory practice supporting industrial and advanced-manufacturing organizations, including robotics and automation manufacturers, as well as energy and other capital-intensive businesses. I work directly with CEOs, executives, and frontline teams when growth or operating complexity has exposed a gap between what the organization wants to achieve and what its current systems can reliably execute.

- Rebuilt cross-functional operating models for industrial clients, removing workflow friction, duplicated decisions, and unclear accountability to reduce cycle time by **34 percent** and improve operating margin by **12 percentage points** in one mandate.
- Designed executive operating cadences, performance dashboards, decision rights, escalation structures, and weekly management routines that gave leadership earlier visibility into performance, capacity constraints, resource requirements, risks, and decisions requiring intervention.
- Delivered **\$6.3 million in documented cost avoidance** through stronger supplier strategy, commercial discipline, integrated operating workflows, contract governance, inventory and execution improvement.
- Advised leadership teams on automation, enterprise systems, AI-enabled planning, operational analytics, and capital investments, with a consistent focus on whether technology improved capacity, decisions, customer delivery, and economic performance rather than simply adding another platform.
- Worked directly with leaders and frontline teams using **Lean, Kaizen, Genba, Standard Work, TQM, and structured problem solving** to remove constraints and restore operating discipline while building internal capability to sustain improvement without external dependence.
- Led a leadership and culture transformation that improved employee engagement by **more than 40 percent** and reduced voluntary turnover among high performers by approximately **60 percent**, strengthening accountability without creating a fear-based operating culture.

DIRECTOR, INDUSTRIAL SUPPLY CHAIN AND MANUFACTURING | **KINAXIS | OTTAWA, ON, CANADA | JUNE 2022 - AUGUST 2023**

Kinaxis provides advanced planning and decision technology to complex global manufacturers. My role operated between technology and the business, working with executive teams across aerospace, industrial equipment, robotics and automation, advanced manufacturing, energy, and other capital-intensive sectors to ensure sophisticated systems translated into better operating decisions.

- Led enterprise planning and manufacturing transformations that improved forecast accuracy by **28 percent** and reduced expedited freight spending by **\$4.5 million annually** by connecting demand, capacity, supply, inventory, and operational execution more effectively.
- Redesigned integrated business planning and operating cadence across manufacturing organizations, reducing planning cycles from **four weeks to nine days** and improving executive decision velocity by approximately **40 percent**.
- Built operating and governance frameworks connecting Finance, Commercial, Manufacturing, Supply Chain, and Technology around common assumptions, priorities, decision points, and accountability rather than separate functional plans.
- Worked with manufacturing leaders on capacity, production constraints, supplier dependencies, inventory exposure, scenario planning, and operational readiness so technology-supported plans reflected what factories and supply networks could actually execute.
- Developed business cases and value-realization frameworks for major enterprise technology investments, including support for a **\$12 million planning-platform investment**, linking systems capability to working capital, service performance, capacity, operating cost, and executive decision quality.
- Coached senior client leaders through changes in decision rights, accountability, operating behaviour, and cross-functional execution, building internal leadership capability rather than long-term dependence on transformation teams.

SENIOR ADVISOR, SUPPLY CHAIN MAJOR PROJECTS | **TC ENERGY | CALGARY, AB, CANADA | OCTOBER 2018 - JUNE 2022**

Advised executive and major-project leadership across one of North America's largest energy infrastructure organizations, aligning engineering, supplier capability, finance, construction, operations, regulatory commitments, and long-term asset readiness in high-consequence environments.

- Designed sourcing and operating governance for **\$8B+ capital programs**, integrating engineering requirements, supplier capacity, materials, logistics, commercial exposure, schedules, and operational readiness.
- Unified Engineering, Finance, Operations, Project Management, and Supply Chain around common milestones, dependencies, risks, and decision structures, reducing project delays by **13 percent** and strengthening cross-functional execution discipline.
- Built PMO-style governance and executive reporting that made progress, supplier constraints, financial exposure, schedule risk, trade-offs, and required decisions visible before issues reached crisis stage.
- Delivered **\$17.8 million in documented savings** through strategic sourcing, supplier consolidation, commercial negotiation, logistics optimization, and stronger supplier-performance management while maintaining safety and regulatory integrity.
- Increased enterprise spend visibility from approximately **65 percent to 94 percent**, improving leadership insight into supplier concentration, future demand, capital commitments, contract exposure, and enterprise risk.

- Built supplier qualification, capacity, risk, and governance frameworks incorporating financial health, technical capability, quality, capacity constraints, geopolitical exposure, ESG requirements, delivery performance, and escalation protocols.

VICE PRESIDENT, GLOBAL SUPPLY CHAIN AND OPERATIONS | **PAPER EXCELLENCE**
| **VANCOUVER, BC, CANADA** | **MARCH 2017 - OCTOBER 2018**

Joined during rapid global acquisition and expansion when operating sites had different systems, cultures, supplier structures, planning practices, leadership expectations, and levels of operating maturity. My mandate was to build the operating backbone capable of absorbing growth while the business continued to run.

- Held **full P&L accountability across 30+ manufacturing locations on three continents**, leading more than **440 professionals** across planning, procurement, logistics, supply chain operations, and manufacturing integration.
- Built a common enterprise operating rhythm across demand, production capacity, materials, inventory, suppliers, logistics, financial performance, and executive decisions, replacing fragmented site planning with an integrated S&OP structure.
- Led post-acquisition integration across newly acquired manufacturing operations, aligning processes, systems, supplier networks, governance, performance measures, and leadership expectations to deliver **\$9.1 million in operational improvements within 18 months**.
- Established common management routines, decision rights, escalation paths, and performance visibility that allowed local operations to retain appropriate autonomy while operating within common enterprise standards.
- Achieved **ISO 9001 certification across North American operations within 18 months**, embedding quality management into normal operating processes and completing regulatory and financial audits without findings.
- Reduced the global supplier base by **more than 40 percent**, building deeper strategic relationships while improving supplier quality, delivery reliability, commercial leverage, supply resilience, and enterprise visibility.
- Built and mentored a distributed leadership organization capable of managing performance locally without constant corporate intervention, while establishing executive and Board reporting on operating performance, integration progress, capital priorities, supplier risk, and strategic decisions.

DIRECTOR, CORPORATE PROCUREMENT AND TRANSFORMATION | **CHEMTRADE** |
TORONTO, ON, CANADA | **JANUARY 2016 - MARCH 2017**

Chemtrade operates a large network of regulated chemical manufacturing facilities across North America. I was recruited to rebuild a fragmented, site-based procurement environment into an enterprise capability aligned with manufacturing reliability, safety, quality, supply continuity, inventory requirements, and financial performance.

- Built enterprise procurement and supplier governance across more than **40 manufacturing facilities**, introducing category ownership, decision structures, performance standards, and common operating discipline where execution had previously been largely site-driven.
- Consolidated fragmented purchasing into strategic supplier relationships, delivering approximately **\$5.2 million in annual savings** while improving commercial discipline, reliability, and supplier accountability.
- Introduced supplier qualification and performance-management frameworks that reduced material quality incidents by approximately **40 percent** while maintaining strong regulatory and compliance performance.

- Led digital procurement modernization and enterprise analytics that improved visibility into spend, supplier concentration, contractual coverage, performance, and risk for operations and executive leadership.
- Integrated sourcing more closely with manufacturing, maintenance, engineering, logistics, inventory, and safety requirements so supplier decisions reflected plant operating realities rather than procurement objectives in isolation.

SENIOR ADVISOR, SUPPLY CHAIN MAJOR PROJECTS | **TRANSCANADA PIPELINES | CALGARY, AB, CANADA | APRIL 2012 - DECEMBER 2015**

Supported Keystone XL, Energy East, and other major energy infrastructure initiatives with combined capital value exceeding **\$20 billion**, operating under extraordinary technical, regulatory, political, and stakeholder scrutiny.

- Developed supply-chain and execution frameworks that brought sourcing, supplier capacity, materials, engineering, logistics, construction sequencing, commercial exposure, and regulatory requirements into project planning earlier.
- Led supplier-readiness strategies for highly specialized equipment, fabricated products, and materials with constrained global capacity and extended lead times.
- Delivered approximately **\$16.7 million in documented savings** through strategic sourcing, supplier engagement, package strategy, commercial negotiation, and logistics optimization.
- Built governance, supplier-performance, risk, and stakeholder structures supporting transparent executive decisions while integrating regulatory, Indigenous, community, and local-supplier considerations into execution.

SENIOR ADVISOR, SUPPLY CHAIN CAPITAL PROJECTS | **HUSKY OIL | CALGARY, AB, CANADA | JUNE 2010 - APRIL 2012**

Worked across upstream, downstream, offshore, heavy-oil, refinery, fabrication, and major capital environments where engineered equipment, supplier readiness, materials, contractor performance, logistics, and operational reliability sat directly on the execution critical path.

- Led procurement, contracting, materials, and supplier strategies across major equipment, fabrication, construction, EPC, and specialized service scopes, integrating commercial decisions with engineering and project requirements.
- Established supplier-governance and risk-management frameworks that improved leadership visibility into capability, schedule exposure, materials readiness, contractor performance, and execution risk.
- Delivered approximately **\$14.9 million in documented savings** and reduced contractor downtime by approximately **17 percent** through stronger supplier partnerships, material readiness, commercial discipline, and earlier operational planning.

EARLIER OPERATIONAL & MANUFACTURING LEADERSHIP

Manager, Global Supply Chain & Operations | Taymor Industries | Delta, BC, Canada | 2008 - 2010

Led Canadian supply chain and operations connecting Asian manufacturing with North American demand, distribution, inventory, logistics, and customer service. Strengthened planning and supplier coordination, reducing sourcing costs by **16 percent** while improving on-time delivery from **78 percent to 92 percent**. Also reduced supplier lead times from **three weeks to less than one week within three months** by tightening planning cadence, supplier coordination, and logistics execution.

Senior Officer, Global Operations | European Commission | Belgium and Indonesia | 2005 - 2008

Managed cross-border procurement and operational execution across multi-country public-sector and international-development programs under strict financial, contractual, and regulatory controls. Coordinated governments, suppliers, service providers, logistics organizations, and program stakeholders across different cultures and jurisdictions, delivering approximately **EUR 1.4 million in savings** while strengthening governance, transparency, and contractual accountability.

Senior Manager, Supply Chain & Manufacturing Strategy | Kawan Lama Group | Jakarta, Indonesia | 2000 - 2005

Led supply chain, manufacturing coordination, production planning, sourcing, supplier development, inventory, and regional distribution during a period of rapid industrial and commercial expansion. Built capabilities supporting new products, suppliers, customers, and markets across Asia and Europe, working across commercial teams, manufacturing partners, logistics organizations, and operating leadership to ensure growth was supported by the infrastructure underneath it.

Analyst to Manager, Supply Chain | Toshiba Computer | Singapore | 1993 - 2000

My operating foundation was built inside global technology manufacturing at Toshiba. I progressed from Analyst to Manager while working across production planning, materials, procurement, suppliers, inventory, logistics, and manufacturing support. This was where **Lean, Kaizen, Genba, Standard Work, TQM, Hoshin-style alignment, structured problem solving, and disciplined daily management** became practical operating habits rather than academic concepts. Technology manufacturing also taught me early that product and component dependencies matter, quality problems travel quickly, supply decisions eventually become customer problems, and sustainable improvement belongs with the people doing the work. That foundation still shapes how I operate today.

EDUCATION

Diploma in Novell Administration | Roger Williams University, USA | 1998

Certificate in Natural Resources | Lincoln University, New Zealand | 1995

THOUGHT LEADERSHIP

Author | The Supply Chain of Life: Lessons in Leadership, Laughter, and Becoming Cassie LaRue Press, 2025. *A practical and human perspective on the systems beneath organizations, how leadership behaviour shapes execution, and why sustainable performance depends as much on trust and clarity as it does on process and technology*

Substack | Unpolished Truths. *Writing on the operating questions that emerge as organizations scale: manufacturing, artificial intelligence, decision authority, leadership, operational architecture, and the human systems behind execution.*

- Not Everything That Built the Company Will Scale. Not Everything Should.
- The Hundredth One Costs Less. The Hundredth Decision Does Not.
- When the Factory Starts Listening (and Then Starts to Think)
- Operational Excellence Is Not a Program. It Is a Tuesday.
- When Autonomy Outruns Authority

Based in Calgary, AB | Willing to Relocate to Burnaby, BC