BOARD & EXECUTIVE ADVISOR

Paul Crothers

SALES GROWTH | SEMICONDUCTORS | ADVANCED MANUFACTURING | OPERATIONS | APPLIED AI

Results-led sales and operations executive with more than three decades of experience expanding revenue, improving margin, recovering customer delivery and transforming global operations. Brings board and CEO judgment grounded in measurable commercial, sales-operations, engineering, manufacturing, supply-chain and technology outcomes.

20% YoY	$200M	$7B to $17B	65% to 96%+
Growth of a $200M business through commercial execution in one year	Annual direct-material cost reduction	Global shipment scale-up in two years	Consulting-client OTD recovery in under three months

BOARD VALUE PROPOSITION

- **Sales expansion:** connect strategic accounts, commercial execution and customer commitments to an achievable operating plan.
- **Semiconductor ecosystem:** translate customer dynamics, industry cycles and supplier risk into action.
- **Transformation oversight:** create measurable outcomes, executive ownership and an effective review cadence.
- **Strategic accounts:** strengthen executive engagement and expand value with demanding global customers.
- **Technology and AI:** connect systems, product data and AI use cases to measurable operating value.

SELECTED EXPERIENCE

- Helped a current consulting client achieve **20%+ year-over-year growth and 4% margin improvement**; reduced quote cycle time 40%, all in **less than one year**.
- Grew a **$200 million business by 20% year over year in one year** through stronger commercial execution.
- Owned gross margin across **eight divisions and $20 billion in revenue** for a Fortune 500 semiconductor capital-equipment company.
- Implemented S&OP across a **$20 billion enterprise**, connecting eight product divisions with global sales teams.
- Led a Six Sigma installation-cost initiative against a **$200 million budget**, reducing spend by **50% in nine months**.
- Led a Six Sigma recovery for a **$70 million client** spanning commercial execution, engineering, product quality, quoting and OTD.
- Implemented Salesforce, Kinaxis and Teamcenter; led SAP S/4HANA programs and executed an Oracle-to-SAP transition.
- Owned global R&D labs for a **$3 billion business**, including testing budget, capital planning and architecture of a $500 million advanced R&D center.
- Led a $3.5B direct-material program that produced approximately **$200 million in annual cost reduction** and three times year-over-year productivity.
- Scaled global semiconductor shipments from approximately **$7 billion to $17 billion in two years** across eight-plus manufacturing sites.

IDEAL CONTRIBUTION

Organization: PE-backed, private or growth-stage semiconductor and advanced-manufacturing companies.

Mandate: independent director, board advisor, CEO advisor or operating advisor focused on a defined value-creation priority.

Situations: step-change growth, strategic-customer risk, operational transformation, scale readiness, margin expansion and applied AI.

CORE EXPERTISE

Sales expansion | Sales operations and quoting | Strategic accounts | S&OP and supply chain | Manufacturing and fulfillment | NPI and engineering | Logistics and field service | ERP, PLM, CRM and AI

LEADERSHIP FOUNDATION

U.S. Naval Academy
Nuclear Engineering and Computer Science

U.S. Naval Nuclear Power
Rigorous, high-accountability technical training

MBA, Operations
Santa Clara University

Board Member, Virginia Beach Theological Seminary
Supports education and funding for Armed Forces chaplains, pastors and missionaries

ENGAGEMENT

Board and executive advisory | Targeted operating mandates | Value-creation and growth initiatives

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