

Michelle Ji

Michelle.Ji3@gmail.com

(314) 619-8161

Woodbury, MN

EXECUTIVE SUMMARY

Manufacturing, supply chain, and technology leader with 15+ years of progressive experience at 3M driving operational excellence, cost transformation, and global business growth. Proven expertise spanning P&L ownership, Lean manufacturing, new product launches, Program Management leadership, and strategic supply chain optimization across complex global organizations. Delivered \$30M+ in COGS savings, \$136M in NPI-driven revenue growth, and \$250M portfolio management while leading cross-functional teams across North America, APAC, and EMEA. Recognized with 9 CTE&I (Circle of Technical Excellence and Innovation) awards and multiple Golden Step Awards - 3M's highest honors for technical and business impact.

PROFESSIONAL EXPERIENCE

3M

St. Paul, MN

Technical Manager — Business Supply Chain Engineering

September 2025 – April 2026

- Director level P&L responsibility for the window film and PPF manufacturing business unit, overseeing a \$250M product portfolio with a \$30M gross margin improvement mandate, driving results through strategic capacity planning, procurement initiatives, and product mix optimization.
- Directed end-to-end portfolio value stream management from raw materials to finished purchased goods, aligning global manufacturing output with commercial demand signals across North American, APAC, and EMEA operations.
- Delivered \$30M in annualized COGS savings through a structured cost-out program targeting raw material yield improvements, manufacturing overhead reduction, formulation optimization in collaboration with R&D, and logistics network optimization.
- Implemented activity-based costing models providing granular visibility into true product-level profitability, enabling strategic pricing decisions and mix shifts that improved gross margin by 5 percentage points.
- Partnered with procurement and engineering to qualify lower-cost alternative raw material sources without compromising product performance, achieving an additional \$2M in annual savings.
- Redesigned production scheduling and line sequencing for graphic film operations, reducing lead times by 20% and delivering over \$40K in annual changeover savings by converting make-to-order to make-to-stock production strategy.
- Served as primary manufacturing and operations liaison to APAC and EMEA regional leadership teams, aligning global production capacity using load optimization modeling and sourcing optimization, generating over \$1M in landed cost savings.
- Acted with agility during force majeure events — including the Iran conflict, vendor site closures, and tariff implementations — to maintain business continuity and protect portfolio profitability.
- Directly managed 2 senior direct reports in Business Supply Chain Engineering while maintaining operational accountability across a global manufacturing organization through matrixed and cross-functional leadership.
- Influenced and aligned cross-functional stakeholders — including Quality, Engineering, R&D, and Commercial teams — without direct authority, driving enterprise-wide manufacturing initiatives through credibility and relationship capital.

3M

St. Paul, MN

Senior Specialist Manufacturing Technology Engineer

May 2016 – September 2025

- Voluntarily assumed interim Program Manager responsibilities for a high-visibility initiative following the unexpected departure of two PMs in 2025, ensuring zero disruption to project timelines or stakeholder alignment, while maintaining current job responsibilities.
- Drove all program meetings and milestone tracking across lab, manufacturing, and business functions, maintaining full cross-functional alignment throughout the leadership gap and led Gate Reviews for all phases
- Earned formal recognition from the Program Management Director for seamlessly sustaining program momentum during a critical period of organizational transition.

- Technical lead for the IJ280 NPI program, launching globally, achieving third-year sales targets, and earning two Golden Step Awards — including development of a new polymer adhesive, barrier primer layer, novel adhesive liner structure, and new film formulation.
- Led IJ180mC product family launches (Project FRESCA) generated \$136M+ in cumulative portfolio growth since launch, with IJ180mC-120 winning ISA Most Innovative Product of the Year at Sign Expo 2017.
- Commissioned and qualified Hilden, Germany's G9 and G10 Maker — a \$90M new asset for a new solvent adhesive coater and solvent film coater — coordinating cross-divisional and international teams.
- Deployed Class 1 Div 1 trade secret NTI technology at Nevada (2018) and Hilden (2020) facilities, expanding proprietary manufacturing capability globally.
- Launched sustainability-focused NPI utilizing bio-based film and solventless adhesive technology, completing a full Life Cycle Analysis to validate environmental and cost performance.
- Collaborated with Corporate Research Labs on oven modeling for Nevada and Hilden solvent adhesive and film coaters to maximize coating efficiency and quality.

3M

Nevada, MO

Technical Team Leader/ Process and Product Engineering

January 2011 – May 2016

- Managed Intermediate Products, Screen Print, and Specialty Films portfolios, tracking product health, cost, inventory, yield, and driving LSS projects in collaboration with value stream managers.
- Directly accountable for two product engineer direct reports, providing bi-weekly coaching and project management oversight.

AWARDS & RECOGNITION

- 2025 Golden Step Award — Global IJ180 Film and Overlaminates
- 2024 Genesis Grant Awardee — Sustainable Liners NTI
- 2024 CTE&I Team Award — Division HMUR Adhesive Transition
- 2024 Ascent to Golden Step Award — Global IJ180 Film and Overlaminates
- 2023 Ascent to Golden Step Award — Project Avengers and Shield (IJ280 Portfolio)
- 2023 CTE&I Individual Award — E&MT Division Level
- 2023 CTE&I Team Award — Alternate PVC Qualification
- 2022 CTE&I Team Award — Primo NPI Launch (Division & Business Level)
- 2022 CTE&I Individual Award — CSD Division Level
- 2021 CTE&I Team Award — Hilden G9 Maker Commissioning
- 2021 CTE&I Team Award — Defect Reduction in IJ180 Portfolio
- 2017 Golden Step Award — Project PAL (Improved Adhesive/Liner for Wrap Films)
- 2017 CTE&I Individual Award — Division & Business Level (ACORNS NTI)
- 2017 3M Impact Program Participant (Ho Chi Minh City) & Program Mentor (South Africa, 2018)

INVENTION SUBMISSIONS (18 TOTAL)

N066548 — Wet on Wet Methods for Making Bilayer Adhesives (Patent Granted)
 N060097, N060208, N061289, N061640, N063530, 82125, N066459, N066547, N067899
 N074415, N074540, N074585, 84051, IN100346, IN102279, IN102686, IN104558

EDUCATION

University of Missouri

Columbia, MO

Master of Science in Chemical Engineering | December 2010

University of Missouri

Columbia, MO

Bachelor of Science in Biological Engineering | May 2009

ACTIVITIES, LEADERSHIP & CERTIFICATIONS

- Project Management Professional Certification (PMP) — June 2026-Present
- Asian Student Achievement — Board of Directors, 2024–Present
- The Journey School — Board Member, 2019–Present