

FRANK LAPANN

STRATEGY | WORKFORCE & CAPACITY ANALYTICS | PROGRAM MANAGEMENT

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EXECUTIVE PROFILE

Strategy, Operational Excellence, and Program Management leader with 10+ years of diverse experience across aviation cargo, logistics, robotics-enabled fulfillment, manufacturing, and distribution. Combines frontline operations leadership with workforce and capacity planning, analytics, financial modeling, Lean Six Sigma, cross-functional project execution, and regulatory governance. Experienced translating LAWA, TSA, CBP, FAA, and airport-authority requirements at SFO and PDX into facility redesigns, flow models, and executable operating plans within defined jurisdictional and approval boundaries. Proven ability to align stakeholders, develop business cases, and deliver future-state solutions, including \$14.6M in recovered operational losses, multi-million-dollar CAPEX/ROI cases, and transformation initiatives across 11 operating locations.

CORE STRENGTHS

Strategic Planning & Business Analysis	Workforce & Capacity Planning	Data Analytics & Trend Analysis
Financial / Cost-Benefit Modeling	Business Case Development	Program & Project Management
Operational Optimization	Executive Recommendations	Stakeholder Facilitation
Change Management	KPI & Performance Governance	Current / Future-State Analysis

PROFESSIONAL EXPERIENCE

Regional Continuous Improvement Manager | Operational Excellence

Worldwide Flight Services (WFS) | 07/2024 – 05/2025

- Managed the regional Continuous Improvement program as the Operational Excellence team liaison across seven stations spanning LAX, SAN, SFO, PDX, and SEA, coordinating CI priorities, governance, KPI visibility, and improvement execution across the network.
- Led strategic operational assessments across an 11-station West Coast network, analyzing workforce utilization, process capacity, workflow constraints, operational performance, compliance requirements, and future-state needs to support leadership decisions and investment priorities.
- Conducted Value Stream Mapping, time studies, workflow analysis, and capacity assessments to identify bottlenecks, resource constraints, risks, and performance opportunities; converted findings into current-state/future-state roadmaps for regional and station leadership.
- Led SFO facility redesign and capacity planning, developing operational layouts, utilization strategies, workflow models, and implementation plans that supported onboarding a new air cargo customer while expanding capacity for existing business.
- Redesigned LAX-VSOZ workflows using quantitative analysis and material-flow optimization, increasing pallet throughput 40% and productivity 70%.
- Developed the Mettler Toledo DIMS automation business case: \$735K projected operational benefit, \$590K NPV, and approximately one-year payback, supported by labor, process, accuracy, and visibility improvements.
- Developed and executed a seven-site LED modernization strategy projected to generate \$4.4M in six-year savings and reduce energy consumption 60.5%; reduced preventive-maintenance costs 35.5% through cost-benefit analysis, vendor optimization, and governance controls.
- Established KPI governance, project tracking, leadership reporting, and accountability structures for the North American REVER Continuous Improvement platform while coordinating leaders, data owners, vendors, and CI stakeholders across multiple concurrent initiatives.
- Directed process mapping and workflow redesign at LAX-216, eliminating recurring TSA, CBP, LAWA, and FAA compliance violations through standardized work, visual management, optimized yard flow, and clearer operating controls.
- Mentored 13 Continuous Improvement Champions to 100% Yellow Belt certification completion, strengthening organizational capability, change adoption, and local ownership of improvement initiatives.

Operations Manager

Amazon Robotics Fulfillment / Sortation | 02/2020 – 07/2024

- Directed robotics-enabled operations processing 600K+ packages per shift while aligning labor and capacity for up to 200 direct associates and coordinating 450+ personnel across interdependent workstreams.
- Used real-time demand, workforce availability, production capacity, quality metrics, and throughput trends to align resources with business requirements; achieved record throughput above 21K units/hour and sustained 20K+ units/hour for 10 consecutive hours.
- Led quantitative analysis, Gemba assessments, Kaizen events, root-cause investigations, and Standard Work reviews that increased First Pass Yield from 94.81% to 98.9% and reduced recirculation from approximately 5% to 0.5%.
- Identified and corrected systemic process deviations responsible for approximately \$14.6M in annual losses through performance analysis, governance, corrective-action planning, and structured accountability.
- Managed workforce qualifications, training compliance, operational certifications, onboarding, and cross-training; developed 23 Area/Operations Managers and cross-trained more than 75% of the workforce to strengthen capacity flexibility and continuity.
- Standardized cross-shift KPI scorecards, audits, and operational reviews; used robotics and fulfillment data to conduct deep dives, identify trends and constraints, and present decision-ready findings across shifts and to site leadership, including the GM and AGM, while sustaining the network's lowest defect rate at 45 basis points for more than 12 consecutive months.
- Selected for an Amazon Away Team launch in Fife, WA, supporting startup planning, associate onboarding, training deployment, vendor coordination, and implementation of operational management systems.
- Selected as a Day 1 ICQA Board member and served on Quality and Safety Review Boards, leveraging Amazon robotics, inventory, quality, and flow tools to investigate defects, process variation, throughput, recirculation, and training gaps; translated analysis into corrective actions and standardized operating improvements.

Operations Manager

Legendary Baking | 08/2017 – 02/2020

- Developed and implemented a cross-training strategy for 100+ employees, improving workforce flexibility, labor coverage, resource utilization, and production continuity across critical manufacturing functions.
- Led ERP transition from SAP to IFS and implemented JIT/Kanban workflows, improving data visibility, material flow, and space utilization by 22%.
- Reduced annual operating costs by more than \$1M through financial analysis, procurement redesign, vendor optimization, and Lean Six Sigma process improvement.
- Coordinated a multi-agency workforce transition and hiring initiative that achieved 100% job-placement support for employees affected by facility closure, supporting organizational change through a major business transition.

EDUCATION | CREDENTIALS | ANALYTICS

EDUCATION & CREDENTIALS

MBA, Business Administration & Management
California State University, Monterey Bay | 2018

B.S., Business – Global Management
University of Phoenix, Costa Mesa | 2014

Lean Six Sigma Green Belt
Microsoft Office Specialist – Excel & Project

PMP
In Progress

ANALYTICS & BUSINESS SYSTEMS

● **Analytics, Modeling & Executive Storytelling:** Microsoft Excel (advanced analytics, KPI modeling, PivotTables, trend / variance, cost-benefit and scenario analysis) | Power BI | Tableau | Microsoft PowerPoint executive presentations | KPI dashboards, performance scorecards and data synthesis

● **Amazon Robotics, ICQA & Network Analytics:** Amazon Robotics fulfillment / sortation systems | CAP / ICQA tools | Dock & Flow Control | Robotics flow monitoring | Real-time throughput, FPY, defect, recirculation, labor and capacity reporting | Day 1 ICQA Board Member; cross-shift deep dives and leadership reporting to GM / AGM

● **Project, Engineering & Process Analysis:** Microsoft Project | Microsoft Visio | Value Stream Mapping | Process mapping | Time studies | Capacity / utilization analysis | A3 reporting | RCA / RCCA | Kaizen | Standard Work | Lean Six Sigma / DMAIC

● **ERP, Supply Chain & Material Flow:** SAP ERP | IFS ERP | WMS | YMS | TMS | JIT / Kanban | Inventory, workforce, utilization and material-flow analysis

● **Aviation Cargo, CI & Compliance Platforms:** REVER | EYVO | ePIC | DIMS / Mettler Toledo | CargoSprint | FreightSnap | CargoSpectre | PULSE audit & compliance | QR-based asset / learning tools | Preventive-maintenance and facilities tracking