

TONY KACZMAREK

Manufacturing Solutions Strategy | **OT/IT, IIoT & SCADA** | **Enterprise Software & SaaS** | **Strategic Presales**

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PROFILE

Strategic manufacturing technology and solutions professional with 30+ years bridging plant operations, industrial automation, OT/IT, SCADA, IIoT, industrial data and enterprise software. Known for discovering operational problems, translating across operators, controls, IT and executives, and turning technical complexity into pragmatic architecture, value/ROI and customer strategy. Built and sold a manufacturing technology company and later supported MES/edge strategy, enterprise presales, customer expansion and partner ecosystems. Targeting senior strategic, customer-facing and advisory work focused on discovery, solution strategy and business value.

SELECTED IMPACT

- **Enterprise expansion:** Helped grow a roughly \$20K WMS opportunity into a \$1M+ multi-year enterprise platform engagement spanning 12+ sites and ~30 operational and integration initiatives - the largest ARR deal in Fuuz's history.
- **Business building:** Expanded Kors Engineering from fewer than 5 local customers to nearly 100 customers at almost 200 locations across 18 states and 13 countries; sold the company to Plex Systems above industry-standard valuation.
- **Software/SaaS growth:** From 2017-2020, increased total revenue 154%, SaaS revenue 250% and EBITDA 267% as Kors shifted from services toward software and recurring revenue.
- **OT scale & connectivity:** Directed automation and monitoring across 1.5+ square miles of Ford/Severstal Rouge utility infrastructure and 2M+ sq. ft. of government facilities; led an early shop-floor-to-cloud ERP integration with Plex Systems in 2001.

CORE CAPABILITIES

Manufacturing & Operations: Digital Transformation · Operational Discovery · MES/MOM · WMS · QMS · CMMS

OT / Connected Operations: OT/IT Architecture · SCADA · PLC/HMI · IIoT · Industrial Data & Edge · Integration

Strategy & Commercial: Enterprise Presales · Value/ROI · Solution Strategy · Executive Communication · GTM · Partner Ecosystems

PROFESSIONAL EXPERIENCE

P3ak | Owner / Principal - Manufacturing Technology & Strategy Advisory | 2025-Present | Southeast Michigan

- Advise manufacturers on digital transformation, connected operations and technology strategy, starting with operational and business problems rather than a predetermined product or vendor.
- Develop pragmatic strategies spanning MES/MOM, WMS, QMS, CMMS, SCADA, IIoT/industrial data, OT/IT architecture, integration and enterprise software while preserving and amplifying valuable existing investments.
- Advise startups and emerging technology companies on manufacturing use cases, product strategy, GTM, partnerships, customer discovery and enterprise engagement.

Fuuz | Sr. Director, Enterprise Solutions | 2025-2026 | Rochester Hills, MI

- Strategic customer-facing role spanning enterprise presales, manufacturing discovery, solution strategy, customer expansion, GTM and partner ecosystem development for a manufacturing operations platform.
- Led discovery through virtual and on-site stakeholder engagement and plant-floor observation, translating operational, technical and organizational challenges into solution strategies, value/ROI, tailored demonstrations, architecture diagrams, executive presentations and proposals.
- Helped expand a roughly \$20K WMS opportunity into a \$1M+ multi-year enterprise platform engagement across 12+ sites and ~30 operational/integration initiatives, producing the largest ARR deal in company history.
- Helped reposition Fuuz from primarily SMB/project opportunities toward six-figure enterprise platform pursuits by articulating the operational and economic value of reducing fragmented applications, integrations, data models and vendor relationships.
- Supported direct and partner-led pursuits across discovery, strategy, demonstrations, executive engagement, proposals and follow-through; created competitive positioning, battle cards, case studies and sales-enablement assets.
- Developed partner targeting, qualification, onboarding and GTM strategies across consulting, implementation and technology organizations; solution scope included MES/MOM, WMS, QMS, CMMS, iPaaS, ERP/PLM, SCADA/data acquisition and OT/IT.

PROFESSIONAL EXPERIENCE - CONTINUED

andonix.ai | Chief Operating Officer | Sep 2024-Oct 2025 | Detroit Metropolitan Area

- Cross-functional executive/customer-facing role supporting Customer Success, Product Management, Sales, Marketing and Operations for a frontline workforce technology company.
- Supported new-logo acquisition and customer expansion through discovery, site visits, solution scoping, mockups, presentations and strategic account engagement; delivered QBRs focused on adoption, value and expansion potential.
- Helped refine ICPs, verticals, territories, target accounts and GTM strategies while translating operational needs into workflows, product requirements, messaging and practical solution strategies.

Plex, by Rockwell Automation | VP Product Management | Feb 2021-Sep 2024

- Joined Plex following its acquisition of Kors Engineering; initially helped integrate the Kors team, products, operations and customers, then supported Plex MES and edge offerings across customers, partners and the Rockwell ecosystem.
- Worked directly with manufacturers through site visits, discovery, quarterly business reviews, presales/post-sales engagements and delivery executive support, connecting operational and technical needs to product and solution strategy.
- Supported product lifecycle and customer outcomes across engineering, sales, marketing, operations, customer support, education/training, business development and partner/distributor organizations.
- Supported strategic and mid-market pursuits and expansion, including solution positioning, references, coaching and customer engagement; provided partner/distributor technical and sales support, training, commercial coordination and co-marketing.
- Drove continuous improvement, best-practice development and troubleshooting across products, infrastructure, processes and regions; contributed to customer-facing presentations, webinars, conferences, case studies and campaigns.

Kors Engineering | President / Partner / Co-Owner | 1990-2021 | Michigan

- Built a small engineering services firm into a manufacturing technology, industrial automation and software company serving nearly 100 customers at almost 200 locations across 18 states and 13 countries.
- Expanded the business from mechanical design into controls/integration, OT infrastructure, software/IT, industrial networking, facility/site automation, industrial data and proprietary software/SaaS.
- Shifted the business toward software and recurring revenue; from 2017-2020 total revenue grew 154%, SaaS revenue 250% and EBITDA 267%, culminating in a successful sale to Plex Systems above industry-standard valuation.
- Managed full lifecycle strategy for more than two dozen software and hardware products, including research, requirements, roadmap, packaging/pricing, competitive and risk analysis, documentation, launch, training, customer advisory boards and product advisory groups.
- Developed and executed complex solution pursuits across specifications, MTOS, proposals, value analysis, site surveys, competitive strategy, deal positioning, executive negotiations and business development across both long-lifecycle and high-velocity sales environments.
- Presented complex manufacturing and technology concepts through executive presentations, conference speaking, webinars, roundtables, demonstrations, case studies and customer-facing thought leadership.
- Built a 300+ member user group, cultivated 30+ partnerships and 12 professional-association relationships, and developed long-term customer relationships across manufacturing, industrial and government markets.
- Directed controls, automation and monitoring for a government campus exceeding 2M sq. ft. and for 1.5+ square miles of Ford/Severstal Rouge utility infrastructure, improving visibility, reliability, efficiency and operational performance.
- Established early industrial/remote networking and monitoring capabilities, including county-wide ISDN-based remote access and control; led an early shop-floor-to-cloud ERP integration with Plex Systems in 2001.
- Built hands-on OT/industrial technology depth across PLC programming, controls integration, panel build, industrial networking, SCADA/HMI, plant-floor connectivity, systems integration, metal forming/press automation, energy/utility management, predictive/preventive maintenance and commissioning.

EDUCATION

Michigan State University | Computer Engineering, Electrical Engineering & Physics coursework | 1990-1995