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OBJECTIVE

Director of Logistics

SUMMARY

Accomplished supply chain and logistics manager with top industry credentials and experience in all major supply chain processes: procurement, production, and transportation. Extensive experience in supply, contracting, and transport of bulk commodities (all modes, emphasis in rail and marine.) Exceptional results developing and executing strategies to build more capable supply, scheduling, and transportation operations. Uniquely qualified in analyzing and managing supply chain variability and applying lean concepts. Well practiced in project management, leading and completing multi-million-dollar distribution projects on time and within budget. Recognized as a resourceful negotiator with total commitment to operational efficiency and service excellence.

PROFESSIONAL EXPERIENCE

CEMEX, INC. - Houston, Texas 1995 – Present
Manufacturer and transporter of mineral-based bulk commodities for O&G (drilling cement, sand, etc.) and construction industries with \$21.6 billion revenue worldwide

Corporate Logistics Manager – U.S. Operations (2003 – 2011)

Managed staffs of up to 24 employees in product fulfillment, transportation procurement, supply chain projects and optimization, including process modeling and cost reduction. Served as Category Manager for Bulk Transportation and General Manager of transportation affiliate (P&L responsibility).

- Developed strategy for supply chain capabilities and processes; planned and executed implementation versus service and costs targets through the following:
 - Gap analysis which generated a portfolio of improvement initiatives,
 - Used statistical methods such as SPC and ANOVA to manage suppliers, transportation and operations,
 - Application of new technology, such as decision support software, internet, RF, and simulation, Established KPIs, goal alignment, and common practices which drove results across multi-site organizations..
- Reduced inventory and import marine demurrage by \$600,000 annually by leading development of a new forecasting process with domestic sales force, foreign manufacturing, and international trading groups.
- Achieved \$ 4 million annual reduction in freight in current excess capacity environment by reconfiguring supply sources to neutralize incumbent carrier advantages and leverage non-incumbents for rate reduction.
- Led team creating supply chain dynamic simulation enabling “what if” network analysis (stock location, buffer size); identified \$2.9 million in annual savings with 26% IRR versus base case. Reduced stock-outs by 23% by redesigning and implementing mixed model production and a new inventory replenishment process. Characterized variability, established optimal safety stock and inventory targets.
- Led team that reduced truck loading times by 38% and increased terminal capacity through redesigning physical layout, changing driver behavior, and speeding bill of lading process, resulting in more than 100% return on capital.
- Leveraged potential foreign plant expansion which achieved \$130 million freight reduction over term of the agreement for a new grassroots manufacturing plant. Developed NPV model to demonstrate breakeven for US production

Regional Supply Chain Director – U.S. Operations (1995 – 2003)

Managed a staff of eight employees in warehouse, supply, and international transportation operations, including import scheduling, fleet management, inventory control, and logistics process improvement.

- Negotiated contracts of affreightment and charter parties for imported dry bulk vessels and domestic barges. Nominated and negotiated laycans, dock scheduling, vessel acceptance, and reconciled demurrage and dispatch.
- Collaborated with U.S. Customs to achieve C-TPAT certification for security and faster import clearance.
- Increased rail fleet utilization from 1.1 to 1.6 turns/month over four years applying SMED techniques.
- Benchmarked internal and external best practices and identified cost drivers in fleet maintenance. Captured \$4 per shipment reduction by adjusting standard of care and procurement process (specifications, vendors, etc.).
- Established supplier performance program, anchored by monthly performance measurement, which drove improvement initiatives resulting in 13% increase in on-time service performance.
- Increased profit by more than \$6 million annually, leading team to audit and qualify process manufacturers' supply chains in China (materials, power, logistics). Changed import source to capitalize on more competitive foreign markets.

EXXON CHEMICAL COMPANY – Houston TX

1979 – 1995

Planning and Analysis Supervisor (1992 – 1995)

Led a staff of 7 in planning and stewardship of \$75 million annual distribution budget.

- Achieved more than \$2 million annual reduction in distribution fixed cost (more than 4% per year).
- Negotiated contracts of affreightment for ships and barges; oversaw planning for marine operations
- Saved \$ 1.8 million annually in freight negotiations through development of a new operations strategy.
- Earned the 1993 Exxon Chemical President's Award for Logistics Procurement Process Redesign.

Distribution Operations Supervisor (1990 – 1992)

Managed a team of 5 in truck and rail operations that processed more than 70,000 shipments per year.

- Achieved \$100,000 per year savings by outsourcing railcar tracking function.
- Gained extensive experience in supplier management, negotiation, and contract administration.
- Received 1992 Exxon Chemical President's Award for leading logistics cost reduction.

Sales Representative (1985 – 1990)

Market Technical Support (1983 – 1985)

Manufacturing Technical Support (1981 – 1983)

Process Development Engineer (1979 – 1981)

EDUCATION

MBA in Finance and International Business – New York University, NYC

MS in Chemical Engineering – University of California, Berkeley, CA

BS in Chemical Engineering – Purdue University, W. Lafayette, IN

CERTIFICATION/TRAINING/AFFILIATIONS

Certified in Production and Inventory Management and Integrated Resource Management by American Production and Inventory Control Society (APICS)

Certified in Purchasing Management by Institute of Supply Management (ISM, formerly NAPM)

Board of Directors – National Industrial Transportation League (NITL)

COMMUNITY ACTIVITIES

Coldwater Habitat Conservation: Board of Directors – Trout Unlimited, Texas Chapter