

## JAMES C. HENDERSON

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614-679-6031 (mobile)  
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Fortune 100 consulting  
experience – strategy,  
technology, and operations

**SENIOR LEADER**  
- Operations, technology, &  
vendor management -

Process improvement, operations,  
project management, inventory  
management

- *Organizational Development and Effectiveness*
  - *Vendor review, analysis, monitoring, selection, and management*
  - *Business Intelligence*
  - *Business Strategy*
  - *Project Management*
  - *Manufacturing*
  - *Retail/eCommerce*
  - *Direct Selling*
  - *Process and technology alignment*
- **Consultant business partner** with experience in designing, deploying, and administering advanced technology solutions. Marries process and technology.
  - **Relationship developer** skilled in selecting and developing partnerships to generate operational efficiencies and multimillion-dollar cost savings.
  - **Supply chain optimizer** in the areas of forecasting and planning, scheduling, materials management, process improvements, transportation, automation, technology.

### Career Highlights

#### Thirty One Gifts – Columbus, Ohio – 2010 to 2011

##### Executive Director

Directed the activities of the production operations, distribution center, call center, and inventory planning groups. Responsible for transforming the company's operational departments to handle 5 times year over year growth. Responsible for the development and execution of the company business plans. Responsible for strategic project design and implementation including:

- Facility expansion
- Work force expansion and training
- 3PL relationship
- Operational systems implementation – WMS, OMS, pick and put to light, planning
- Strategic business road maps
- Vendor relationships – transportation, embroidery, laser, digital print, supplies
- Special projects – international expansion, research, new products

#### Columbus Consulting International – Columbus, Ohio – 2005 to 2010

##### Principal

Senior consultant focused on strategic and tactical process improvements and system implementations. Engagements included improvements to the product development process for a major bridal retailer; implementation of collaborative sourcing tools for a major music retailer; program management for assortment planning and business intelligence for a major women's apparel retailer; replenishment process improvements for a major shoe retailer; integration management, software vendor management, and program management for an eCommerce start up; and assortment planning project management for the world's largest retailer.

## **CVS/Pharmacy - Woonsocket, Rhode Island – 2004 to 2005**

### **Director, Merchandise Operations and Control**

Directed merchandise management activities including:

- Responsible for the development and support of systems, practices, and processes integral to the merchandising areas, including SOX compliance and analytics.
- Led the team that successfully implemented new systems and processes in 1200 former Eckerd stores which enabled a smooth and profitable transformation of merchandise assortment and store operations.
- Led the in depth analysis of store replenishment systems and developed innovative approaches to successfully match inventory levels with desired service goals.

## **The Longaberger Company - Newark, Ohio – 1999 to 2004**

### **Executive Director**

*Executive Director, Supply Chain Technology (2002 - 2004)*

- Led the supply chain center of excellence with a focus on supply chain strategic planning.
- Managed in a matrixed environment all plans, priorities, issue resolutions for a successful, on time, and on budget implementation of PeopleSoft products.
- Led the development and implementation of enhanced tools and processes that improved speed to market and to customer while maintaining or improving expense levels.

*Executive Director Organizational Effectiveness (2001 - 2002)*

- Led the enterprise strategic planning and business metrics areas, enterprise process improvement department, Program Office, and Decision Support systems departments. 18 direct reports.
- Successfully developed and implemented quality/process improvement programs resulting in bottom line savings.

*Project Director, Decision Support Systems (2000 - 2001)*

- Responsible for the development and deployment of the enterprise Business Intelligence strategy, data warehouse, and tool set enabling improved analysis of the activities of the direct selling organization.
- Successfully directed the activities of external development resources and software tool set providers.
- Project directed for a successful, on time and on budget delivery.
- Conducted extensive educational sessions for the organization in the use of information.

*Director of Planning and Analysis (1999 - 2000)*

- Directed the materials forecasting, planning, scheduling and technology activities for the materials management division and enterprise wide demand planning.
- Improved delivery performance and reduced inventory levels via supplier management programs.
- Developed and implemented a comprehensive performance management process to enhance and continuously improve the professionalism of the organization.

## **The Limited Inc. - Columbus, Ohio – 1991 to 1999**

### **Director**

*Director, Supply Chain Systems, Limited Distribution Services (1998 - 1999)*

- Directed the activities for the assessment of the Year 2000 readiness of The Limited Inc. supplier base and the development of applications and processes in support of International Trade and Customs.

*Purchasing Manager, Victoria's Secret Stores (1996 – 1998)*

- Directed staff for the procurement of all non-merchandise (\$55 Million in purchases) for all retail stores and distribution center operations, managed mailroom operations, and managed the distribution of all non merchandise via internal and third party distribution channels. Achieved yearly cost savings while recruiting and building the professionalism of the staff

*Senior Manager of Distribution Operations, Victoria's Secret Stores (1994 - 1996)*

- Directed staff (150 direct and indirects) for all inbound operations including receiving, storage, ticketing, transportation, and incoming inspection. Improved speed to store while reducing costs.

*Senior Manager of Information Services, Victoria's Secret Stores (1991 - 1994)*

- Directed the activities required to develop and support information systems and process improvements for store point of sale and replenishment initiatives. Managed a professional staff of associates and consultants, and directed projects. Implemented polling and register efficiencies and led the labor management planning initiative.
- Directed the design and implementation of financial, distribution, and purchasing systems which improved the processes as the enterprise expanded above the 500 store level

**Related Experience**

Additional experience within the manufacturing and retail sectors as a Senior Program Manager and Senior Buyer at companies including Wang Laboratories, Elliott Company, and Kaufmann's Department Store.

**Education**

Carnegie–Mellon University, Pittsburgh, Pennsylvania – Bachelor of Science in Industrial Administration

**Professional Affiliations**

Former Board Member, Distributors and Manufacturers User Group, PeopleSoft (2003 – 2004)

Former Board Member, Supply Chain Advisory Group, PeopleSoft (2003 – 2004)

Member Direct Selling Association (2010 to present)

Certified (CPIM) by APICS – Certification not currently active