

SENIOR LOGISTICS / SUPPLY CHAIN / TRANSPORTATION EXECUTIVE

Steel | Bottling | Bedding | Healthcare | Heavy Industrial | Construction | Technology

PROFESSIONAL PROFILE

- Accomplished, decisive business professional with a record of achievement in multiple industries of more than 18 years with leadership roles in supply chain management, plant management, project management, process/product improvement through LEAN/Operational Excellence principles, and sales. *17 years P&L responsibility; 15 years of logistics/supply chain management; 6 years at the Director level.*
- Enthusiastic, versatile performer repeatedly promoted and recruited with an entrepreneurial spirit, inclusive and motivational leadership style, and solid background of performance and optimization in business, operations and people development.
- Confident, face-of-the-brand, internal/external liaison with passion for excellence and knack for quickly diagnosing improvement opportunities, as well as drive to lead best practice improvement toward the "big picture" through positive, highly energized work interaction with associated stakeholders.

AREAS OF EXPERTISE

Strategic Planning
 Create/Execute Market Operating Plans
 DMAIC
 Supply Chain Management
 Vendor Management
 Market Segmentation
 Market Share Growth
 Master Service Agreements
 Optimize Office Utilization
 Financial Management and Control
 Key Financial Metrics
 Client Satisfaction
 Utilization Management
 Team Building
 Organizational Strategic Plans
 Identify/Allocate Resources

Multicultural Team and Customer Experience
 Coaching and Leadership
 Train and Develop Personnel
 Organization/Process Management
 Develop/Implement Process Control
 Validate New Processes
 Provide New Equipment Specifications
 Cost Reduction Initiatives
 Process/Product Optimization
 Meeting Parameters
 Problem-Solving
 Leading Cross-Functional Project Teams
 Oversee Maintenance Repairs/Modifications
 Manufacturing Processes
 Manufacturing and Logistics Scheduling
 Key Account Plans – Management/Retention

Budgetary Parameters and Administration
 Monitor/Debug New Methods and Procedures
 Recommend Changes to Process Documentation
 Multi-Million Dollar Revenue Growth
 Interface with Manufacturing and Maintenance
 Interface with Quality
 Interface with Inside and Outside Sales Personnel
 Transportation/Logistics
 Cost Estimates, Containment and Quotations
 Turnaround Management
 Closed Loop Processes
 Key Service Indicators
 Continuous Improvement
 Sales Process and Strategies
 Sales Pipeline Methodology
 Assess Growth Opportunities

PROFESSIONAL EXPERIENCE

GREEN LINES TRANSPORTATION, INC., Canton, OH • March 2009 – August 2011

A privately owned business with a fleet of equipment consisting of ~120 trucks that include company owned and controlled flatbeds, as well as permanently leased owner / operators. Company has ~\$16MM in revenues and employs 105 personnel.

General Manager

Requested by Gregory Industries to remain, lead the startup after the sale of its private fleet to Green Lines, continue supporting Gregory supply chain needs, and make sourcing recommendations as a 3rd party. Identify and modify processes impacting customer satisfaction rates, quality standards, and cost controls by driving a series of ongoing solution-based improvement initiatives while still with Gregory. Cultivate and coach a safe work environment, ensure compliance with government and corporate regulations, and advise service impact as such to internal and external teammates through regular review of industry data. Derive annual budgets and report ad hoc and standard metrics weekly to both customers and senior leadership to steer day to day and strategic decisions. Leadership responsibility for eight direct reports and 100+ indirect reports. Scope of territory includes the entire U.S. Report to the President, Vice President of Operations, and Vice President of Sales.

- **Developed and implemented a monthly, quantitative supplier scorecard process** providing 100% visibility to and guideline for the addition, use of, or subtraction of a given supplier. Used to mentor the Traffic Manager and other company managers in supplier selection.
- **Developed and implemented the company's 1st Key Service Indicators on pricing (actual vs. market trend), service (on-time pick up and dwell), and safety trends (DOT/SMS Compliance),** reported regularly to executive management and used for continuous improvement internally and externally.
- **Spearheaded and executed first formal outside transportation supplier rates, contracts and process** for both Gregory and other existing customers, regularly measured against the market for most competitive service and cost in a given lane, at a given time.
- **Developed and implemented of a formal driver evaluation and recognition program,** now evaluated quarterly to a documented set of attainable goals and measures promoting more streamlined expectation and uniform customer service. Drivers now challenge one another onsite at the customer to improve in deficient areas as identified.

GREGORY INDUSTRIES, INC., Canton, OH • 2003 – 2009

Founded in 1896, Gregory Industries specializes in galvanizing and roll-formed steel products serving industry with coil, highway safety guardrail and high-tension cable barrier systems, fence products, metal strut channel products, and fastener accessories.

Director, Corporate Transportation and Logistics

Recruited to lead the turnaround of an underperforming supply chain / logistics group to increase serviceability as the company experienced double digit growth from \$60MM to \$100MM in sales in a recent 5 year span. Directed inbound and outbound transportation (flatbed truckload, LTL, air, rail, and small package), logistics functions, and sourcing decisions with the President required to support production and sales at multiple locations. Oversaw full management of physical movement of raw and finished goods required to support sales. Scope of diverse accountability included purchasing, strategic planning, forecasting, distribution, and more in a multi-facility environment. Reported to the Executive Committee monthly, and Senior Leadership weekly key performance indicators (KPI) on effectiveness and efficiency of operations. Charged with P & L management for \$8MM in annual revenues. Directed allocations and reporting functions for an \$8MM budget. Supervised nine direct and 90+ indirect reports. *Served as company liaison to regular outside supply chain seminars, as well as regularly review industry periodicals for leveraging current best practice in transportation.* Covered the U.S., Canada, and Puerto Rico. Reported to the President.

- **Created the vision, mission and launch of a complete supply chain strategy** for stability and growth internally, eventually sustaining a 98% on time delivery both inbound and outbound, within budget.
- **Worked with corporate finance** to slash aged receivables and billing cycles by 75% and billing errors by ~33%.
- **Achieved LEAN management certification** to best support company sales and customer service in times of large fluctuating demand. **Through cross-functional collaboration and supply chain analysis, made recommendations and led improvements increasing inventory turns an average of 28%.**
- **Established company's first supply chain KPIs for internal and external supplier performance.**
- Implemented a training structure by job as a result that decreased training time for employees from weeks to days.
- Integral part of a senior management project team that **developed and implemented the company's 1st formalized performance management program utilizing SMART goals** in line with company vision and mission, generating more periodic appraisals.
- **Decreased average time to move product from a three-day period to less than two hours** by spearheading the development of structured partnerships and periodic accountability sessions with a core group of suppliers, tying volume to performance.
 - **Increased on-time pickup of finished goods from less than 50% to a sustained 98% to meet JIT objectives and minimize inventory.**
- **Through LEAN/DMAIC, led a cross-functional strategic project team** that successfully decreased average truck loading time from 4.25 hours to less than two hours while doubling throughput and reducing carrier detention compensation requests. Additionally, increased staging by two times. Achieved by analyzing and formulating average load time by load types and optimizing workflow to ensure adequate staffing.
 - **Established Key Service Indicators** to bench and control this area that included Truck Dwell Time and Average Overtime versus Straight Time worked in shipping. Met goal every month after inception.
- **Built and executed a model to forecast and define standard cost of Gregory Industries' private fleet and other transportation pricing.**
- **Wrote and executed a transportation management system through Gregory's ERP system** to better manage product movement, track and benchmark orders and supplier performance. System facilitated more accuracy in evaluating performance and provided a strong basis for negotiations for ongoing vendor contracts. Slashed manual input by 50% with elimination of legacy systems/process.
- **Spearheaded the company's first formalized vendor contracts and process** for sending/receiving RFQ's that included scope of work, service measurement and win-win dynamic pricing agreements that benefited both parties through market swings.
- **Reduced trucking delays at the border by 95% by pioneering the company's first formal shipping process through customs.** Standardized process and implemented automatic updates from U.S. Customs. Devised cross-training and re-training materials as part of the turnkey process.
- **Orchestrated and led rapid-fire implementation strategies to receive transportation orders electronically** and the ability to view live transportation pricing through the company's intranet. Decreased sales ordering process time by 15% - 20%.
- **Pioneered the design and launch of the company's first interactive website** enabling online quoting and order / creation management; supplier qualification; and a career center for online applications for prospective employee candidates.
- **Achieved Gregory Industries' first ISO certification in Supply Chain Management** and designated as Senior Internal Auditor for all company divisions.
- **Pioneered and rolled out with other Product Managers Gregory's 1st Customer Satisfaction Process.** Achieved highest customer satisfaction score of any Gregory division in a recent satisfaction survey scoring 4.5 out of 5 overall.
- Developed and managed company 5 year capital spending plans.
- Drove \$500K+ in new business in a one-year period by converting customer pick-up to Gregory freight routing and management and increased revenues 25% during a subsequent two-year span.

FEDEX SUPPLY CHAIN SERVICES, Hudson, OH • 1997 – 2003

Originally known as Caliber Logistics, Inc., the company is a logistics service company, headquartered in Memphis, TN. The company had \$37.953B in 2008 annual revenues and employs 280,000+ personnel.

Operations Manager, 1999 – 2003

Promoted to lead the turnaround of additional underperforming divisions to profitability. Oversaw site operations, customer demand forecasts, asset management, transportation procurement, supply chain consulting, and logistics for five operating divisions. Procured \$95MM of transportation services, including trucking, air, rail, and more. Chartered business plans with internal / external customers and aligned goals and metrics with customer requirements. Integrated supply / demand planning with sales forecasting and capacity planning. Strengthened priority and action plans through close collaboration with suppliers and customers. Leadership accountability for 20 direct reports and ~150 indirect reports at multi-site operating divisions across the U.S. P & L management for more than \$95MM in annual revenue. Controlled an \$80MM budget. Scope of territory included the entire U.S. Reported to the Senior Program Manager.

Operations Manager (cont.)

- Ignited customer satisfaction upward 40% and decreased staffing costs \$126K by spearheading cross-training initiatives and consolidating redundant tasks for FedEx Transportation Management operating divisions.
- Successfully achieved ISO 9002 certification by playing a pivotal role on a four-member TQM project team that defined, documented, and implemented procedures for attaining the certification.
- Drove a \$1.2MM increase in revenues by leading a project team in diagnosing, recommending, and implementing EDI system enhancements.
- Generated \$3MM in new business by re-capturing an aged account.
- Captured \$750K in positive cash-on-hand by executing process improvements in the collection of receivables.
- Slashed load time by 10% by instituting a formalized van loading process for each Dell Computer Distribution Center.

Senior Supervisor, 1998

Promoted rapidly into this position to direct the transportation and supply chain for three operating divisions that accounted for \$16MM in purchased transportation. Designed and implemented supply chains that supported the business strategies and adapted to changing market conditions, new business opportunities, and / or cost reduction initiatives. Supervised nine direct reports. Charged with management for \$16MM in annual revenues.

- Successfully re-negotiated and secured \$10MM contract with customer for inbound transportation and outlined requirements / expectations to forge a positive, ongoing business relationship.
- Grew revenues by \$3.5MM in air and ground freight in order to match customer need to supplier niche. Improved profit margins by targeting niche suppliers better equipped and able to achieve production schedules and customer orders.

Supervisor, 1997

Recruited to supervise the transportation and supply chain for two operating divisions that accounted for \$12MM in purchased transportation. Led activities related to strategic or tactical purchasing, material requirements planning, inventory control, warehousing, and receiving. Scope of accountability included managing the Call Center that fielded 1,000+ calls per day. Defined the first set of performance metrics to evaluate supply chain costing. Led six direct reports. Directed \$12MM in annual revenues.

- Drove satisfaction scores up an average of 20% by creating a monthly newsletter with agreed upon metrics distributed to operating divisions.

SIMMONS MATTRESS COMPANY, Grove City, OH • 1994 – 1997

Production and Distribution Manager – Full oversight of night receiving, production, scheduling, warehouse, and shipping operations.

- Decreased cycle time by 25% and slashed inventory by 48% by playing a key role in architecting process and plant layout improvements to facilitate optimized workflow. Additionally, implemented a Just-in-Time (JIT) solution.
- Surpassed company's production record by producing 2,300 beds in one night (prior record was 2,150). Achieved by optimizing workflow activity.
- Established plant record of 56 consecutive days without missed bed produced / shipped (previous record was 22 days).
- Consistently awarded a #1 ranking (out of 16 plants) for pieces produced and delivered on time. Attained through effective management of 1000's of SKU's, periodic review and discard of obsolete raw and finished goods, teambuilding and cross-training initiatives.

Production and Distribution Supervisor

- Key member of continuous improvement team that analyzed consumption and replenishment patterns, eventually implementing a kanban system plant wide. Stock outs reduced 24% as a result.
- Authored the first Fork Truck Training Program and developed curriculum and instructional materials for the "train the trainers" program to deliver the initiative companywide.
- Served as back-up master scheduler.

ADDITIONAL PROFESSIONAL EXPERIENCE

MILLER TRANSFER AND RIGGING COMPANY, Edinburg, OH

Overweight / Oversize Permits - promoted after 6 months

Traffic and Operations

SEARS, ROEBUCK, AND CO., Columbus, OH

Home Improvement Sales Executive – Regularly recognized in top 10% sales tier

EDUCATION

Master's degree in Business Administration (M.B.A.), The University of Phoenix • Phoenix, AZ • In process; expected graduation in 2013

Bachelor of Science (B.S.) degree in Business Administration, The Ohio State University • Columbus, OH

- Core Coursework in Logistics and Operations
- Member and Squad Leader, The Ohio State University Marching Band – Voted *Most Inspirational Bandsman* by peers

PROFESSIONAL DEVELOPMENT/ CERTIFICATIONS

FedEx: Leadership Principles | Critical Thinking | Project Management | Effective Meeting Skills | Supplier Financial Analysis

Gregory: Lean Management / Operational Excellence and Sales Focused Marketing Certification, Kent State University – Stark • Canton, OH

COMMUNITY INVOLVEMENT

Boy Scout Master (five years) – mentored and produced 12 Eagle Scouts