

SUPPLY CHAIN, LOGISTICS, & OPERATIONS EXECUTIVE

A supply chain expert offers proven success in integrating purchasing, logistics, and manufacturing operations to boost overall revenue and profitability. Excels in defining and introducing new processes, teams, and best practices to ensure optimal performance and output. Demonstrates purchasing knowledge with experience in packaging, equipment, materials and services. Manufacturing experience includes line production management and contract manufacturing.

Core Strengths

Transportation & Warehousing Operations – Procurement – Contract Negotiations – Best Practices – S&OP – Operations Inventory Control – Policy Development – Process Improvement – Project Management – P&L – Customer Service – SAP Budgeting – Strategic Planning – Change Management – Cost Controls – Training & Development – Six Sigma Black Belt

Select Career Highlights

- **Provided vital expertise to guide operation of D'Artagnan's distribution system with a 10% annual growth rate** while designing and building new warehouse facilities and redesigning material handling processes; also implemented a new WMS.
- **Directed consolidation of three Tata purchasing and logistics groups** and implementation of a combined outsourced physical logistics operation.
- **Improved Lapp's inventory accuracy on 8,800 SKUs to 95% in four months** by identifying and correcting training short falls and procedural outages and instituting a cycle count program that tied to warehouse operator compensation.
- **Reduced Mars North America transportation costs 10%** through a combination of technology, purchasing and continuous improvement activities.
- Led the global corporate introduction and standardization of computer graphics and pre-press artwork production for Mars, **reducing lead times 50% and costs \$30M.**
- **Instrumental in implementing and adopting S&OP** at three separate companies.

Professional Overview

GORDON SYSTEMS LLC

Principal (2015-Present)

Supply chain and logistics consulting practice. Currently engaged in a supply chain redesign project at Lutron Electronics.

D'ARTAGNAN

Vice President-Operations (2012-2015)

Led design, integration, and growth of a dynamic physical distribution system for the leading U.S. specialty brand of gourmet meat products. Oversaw inbound logistics, warehouse, and outbound transportation including a company fleet.

- Increased inventory accuracy from 65% to 95% by adding inventory best practices and a continuous cycle count.
- Implemented labor modeling to determine optimal flexible staffing strategy reducing peak demand service outages and seasonal staffing issues in order to support business growth at seasonal peaks.
- Instituted best practices in all warehouse operations and passed Silliker GMP audit with improved comments; also received excellent comments in annual outside inventory audit.

D'ARTAGNAN CONTINUED...

- Deployed a mixed lease/buy strategy for company fleet vehicles in order to improve vehicle maintenance in satellite operations; set a clear policy for fleet rotation on owned vehicles in order to preserve value and improve up-time.
- Developed a dashboard of supply chain metrics to provide management a clear look at key performance measures.
- Implemented complete rebid of inbound freight to achieve savings in excess of \$1M.
- Directed packaging design review and re-bid of corrugated special packaging to capture 10% cost reductions.

TATA GROUP (TATA GLOBAL BEVERAGES US – EIGHT O'CLOCK COFFEE, TETLEY TEA)

Director of Logistics-Americas (2009-2012)

Led daily logistics operations while creating/improving upon operational policies and processes; directed consolidation of three purchasing and logistics groups and implementation of a combined outsourced physical logistics operation.

- Redesigned network to distribute three drinks businesses through a joint national network with a combined WMS and the ability to support growth through scalability; reduced average deployed transit miles 4%, decreased system complexity from 11 DCs to 5, and lowered customer lead times by as much as three days as a result.
- Lowered transportation costs 15% by introducing use of 3PL's TMP system capability to better plan loads; the LTL percentage dropped from 93% of loads to 50% while average truckload weights increased 22%.
- Deployed distribution requirements planning software to optimize replenishment planning and added resources for forecasting/ demand planning; enhanced distribution accuracy 30% and inventory placement/customer service 25%.
- Established standard order policies, performance reporting metrics, dashboards, and basic inventory control processes that elevated inventory accuracy to 98%+ levels.
- Implemented S&OP.

LAPP USA

Director of Supply Chain Management (2008-2009)

Led evaluation, development, and implementation of supply chain strategies for North American division of a \$2B global electric cable company; managed purchasing, planning, contract manufacturing, customer service, and distribution.

- Decreased warehouse order residency from 3 days to less than 24 hours on 98% of orders and cut customer complaints were to less than 1% through SAP training and revising the order fulfillment processes.
- Reduced inventory 35% in six months and implemented a consultative demand planning process.
- Improved throughput in material handling, light manufacturing, and shipping productivity 20%.
- Introduced S&OP and instituted APICS/PMA accreditations training for key planning and purchasing associates.

MARS, INCORPORATED.

Logistics Operations Manager/Director, MasterFoods USA (2005 to 2008)

Led transportation and warehousing services for US snack food business with \$3.8B annual revenue. Managed a \$203M logistics budget for 3rd-party warehouse services, regional transportation, and national freight operations while overseeing a \$400M inventory of finished goods and raw materials.

- Directed 5 Transportation and Warehousing Regional Managers with 300 warehouse managers and employees in all logistics, transportation, and warehousing activities nationwide.
- Created \$6.5M of annual savings by increasing double-stacking in trucks and average loads, improving warehouse cost structures, optimizing routing and model usage, increase the use of CHEP pallets, and adding a TMS system.
- Improved on-time performance 8% (from 87 to 95%) in the first year by identifying carrier performance as a major issue for customers and implementing an improved performance reporting and management process.
- Reduced OS&D 35%, enhanced customer satisfaction, and lowered costs by using the best performing site to lead a process of best practice development for truck loading and load verification.
- Lowered shipments \$1.2M per year while supporting regional inventories and customer service requirements; team with operations to create a "sailing schedule" for transfers that would reduce frequency and increase truck weights.

MARS, INCORPORATED CONTINUED...

Transportation Manager/Director (1996-2005)

Developed and implemented surface transportation vision and strategy for Mars, Incorporated in North America.

- Directed purchasing and operations for a system comprised of 150 highway and 5 intermodal carriers, with annual P&L spend of \$175M; responsible for best practice and supporting information technology.
- Introduced a Transportation Planning and Management System that saved \$12M.
- Lowered costs \$5M by consolidating the carrier base.

Logistics Manager/Director (1994-1996)

Centralized logistics functions for the Canadian Mars subsidiary and directed operations for a factory and distribution center with a \$42M annual budget.

- Converted a system using public warehousing to a central consolidated corporate distribution center, reducing annual costs 20% as a result.
- Reduced plant raw material inventories 40% and write offs 80%.

North American and Global Purchasing Manager (1988-1994)

Spearheaded first Mars consolidated buying function for North American operating companies. Directed centralized carton and paperboard packaging purchase, managed activities of buyers at four operating companies with a combined annual budget of \$75M.

- Reduced carton packaging costs 9%, saving \$6.5M per year.
- Established the first national consolidated corrugated and display agreement to lower annual costs \$4M.
- Directed three managers and two purchasing coordinators in contractual negotiations while overseeing five North American Paper Packaging Purchasing Managers in completing global paperboard standardization and joint buying.
- Gained preferential corporate volume discounts via direct negotiations with suppliers of base stock materials.
- Led the global corporate introduction and standardization of computer graphics and pre-press artwork production reducing lead times on by 50% and costs by \$30M.

Career Note: Prior experience at Mars Corporation includes **Production Manager and **Industrial Engineer** at M&M/Mars, and **Contract Manufacturing Manager** for Uncle Ben's, Inc. Also served as a US Army Captain in the active duty military.*

Education & Credentials

- ▶ **MS, Systems Management** – UNIVERSITY OF SOUTHERN CALIFORNIA
- ▶ **MA, Latin American Studies** – UNIVERSITY OF CALIFORNIA, LOS ANGELES
- ▶ **BS, Biology** – UNIVERSITY OF MIAMI
- ▶ **Six Sigma Black Belt** – VILLANOVA UNIVERSITY

Professional Associations

- ▶ Member of Council of Supply Chain Management Professionals
- ▶ Member of APICS, Association for Operations Management