

SENIOR EXECUTIVE – OPERATIONS | SUPPLY CHAIN

Business operations and supply chain strategist for leading manufacturing industry giants with extensive background building ground-up functions and teams, spearheading S&OP programs, uncovering cost savings, and transforming stalled practices. Design and deliver strategies to advance efficiency and operational readiness for rapid growth inside complex markets. **Trusted partner and cross-functional asset**, creating environment of continuous improvement and advancements to align to rapidly shifting supply chain demands. **Organizational leader, experienced at building high-performing teams** by transforming culture and leveraging a keen ability to identify and develop top talent.

HISTORY OF SUCCESS & IMPACT

- ↳ **Spearheaded formation and implementation of S&OP** for 3 unique business operations, impacting multiple business units reducing inventory investment by \$100M and driving billion-dollar investments.
- ↳ **Drove optimization of domestic transportation** and renewed focus on cutting costs, improving tracking and achieving 65% of loads shipping within 48 hours.
- ↳ **Improved cash liquidity by \$10M+**, partnering with CFO and Treasurer to devise and deploy strategies to control cash spend.
- ↳ **Lowered SG&A costs 18%** in 18 months by streamlining processes and increasing accountability.
- ↳ **Achieved highest companywide engagement scores** – surpassing 90% - across 2 different companies.

CORE COMPETENCIES: S&OP | Demand Planning | Inventory Management | Transportation | Warehouse Management | Imports & Exports | Global Supply Chain Management | Production Planning & Scheduling | Demand Planning & Forecasting | Project Management | Leadership & Collaboration | Process Automation & Improvement | Direct & Indirect Procurement | Vendor Management | Consumer Packaged Goods (CPG)

PROFESSIONAL EXPERIENCE

NWH | *Private equity–owned, NWH is the largest hardwood manufacturer in North American as well as a leading distributor of hardwood lumber and related products around the world.*

VICE PRESIDENT – SUPPLY CHAIN | 2019 – 2024

Operated as first supply chain leader and served on senior leadership team (SLT), reporting directly to CEO. Directed all aspects of supply chain organization, supporting 19 manufacturing sites and global commercial team with offices in the US, Japan, and China. Led teams across customer service, S&OP and demand planning, supply and inventory management, domestic transportation, import/export, warehousing, and procurement (strategic sourcing). Presented monthly at board of directors' management review.

- **Led as core member of SLT, steering enterprise** through dynamic challenges that encompassed China trade war (2019), pandemic (2020), bankruptcy (2020), transfer of ownership (2021), corporate relocation (2021), record growth (2022), and market downturn (2023).
- **Developed S&OP program** to transform data-centered planning and elevate decision-making across manufacturing and 4 business units, driving 20% improvement in demand plan accuracy and \$100M reduction in inventory investment.
- **Consolidated warehousing footprint by removing 8 locations**, saving \$1.25M+ annually and avoiding an additional \$825K in cost increases while improving inventory turn 25%+.
- **Built benchmarkable tactics** to optimize domestic transportation and renew focus on cutting costs, improving tracking and achieving 65% of loads shipping within 48 hours.
- **Owned companywide initiative to reduced SG&A costs, generating \$1.4M+** in savings in 2023 with projected savings of \$4.5M in 2024 through optimized leadership of costs and role consolidation.
- **Improved procurement processes which** lowered annual electricity and natural gas spend \$1M+ annually through aggressive contract management and hedging.
- **Founded customer service team and function** – complete with customer complaint program – to initiate and manage 74.3% of customer orders, improving sales and overall customer satisfaction.
- **Secured \$500K annual savings** in import/export activities as a direct result of continuous improvement (CI) program.
- **Pivotal during shift of HQ** to Frisco, TX, consolidating supply chain operations into single location, leading mass hiring event to rebuild team of 65 employees while capitalizing on opportunity to lock in a strong enterprise culture.
- **Led organization with Supply Chain engagement score of 90.4%** and 446 volunteer hours in 2023.
- **Improved cash liquidity by \$10M+**, partnering with CFO and Treasurer, led business wide initiative to devise and deploy strategies to control cash spend.

Reduced software costs by \$900k annually while improving overall performance by replacing TMS software, installing new contract management software and eliminating S&OP software.

FIRST QUALITY ENTERPRISES | *Manufacturer & distributor of personal healthcare products for institutional, commercial, & retail channels.***DIRECTOR OF SALES & OPERATIONS PLANNING (S&OP) | 2015 – 2019**

Recruited to lead as first head of S&OP, charged with building and implementing S&OP program to support 9 locations, 5 business units, and 20 categories. Led demand planning team of 4 overseeing management and performance of Absorbent Hygiene platform, managing product portfolio of several thousand SKUs across 4 business units and 17 product categories.

- **Established S&OP** to deliver clear line of sight into business operations, allowing business to avoid stagnation and fueling \$1B investment decision to unlock future growth opportunities.
- **Bridged gaps between functions** – fostering collaborations across supply chain, sales, marketing, engineering, production, and finance – to design programs that fit the needs of each individual business unit.
- **Guided team through implementation of SAP-APO** (advanced planning and optimization).
- **Slashed forecast error rate 50%**, conceptualizing and deploying novel processes and reorganizing team.
- **Initiated new key performance indicators (KPIs)**, developed templates to promote self-sustaining programs, and devised comprehensive change management programs to safeguard implementation success.

CARGILL INC. | *Largest privately held company in the world, Cargill is a provider of food, agriculture, financial, & industrial products/services.***ASSISTANT VICE PRESIDENT – SUPPLY CHAIN | 2011 – 2015**

Promoted to serve on Cocoa and Chocolate business unit leadership team – reporting directly to President – building and executing strategies to elevate P&L performance. Headed supply chain function and team, overseeing procurement (strategic sourcing), transportation, warehousing, import/export, demand planning, and production planning across 4 plants and 17 warehouses. Served on Risk Committee, overseeing commodity trading operations.

- **Transformed supply chain function** and team to elevate communication, execution, and performance. Reached 90% team engagement, outpacing business unit average 27%.
- **Slashed costs \$1.25M**, championing inventory management initiative to streamline portfolio and cut dead inventory.
- **Owled integration of supply chain activities** during \$440M global acquisition that doubled revenue.
- **Decreased warehouse management costs \$850K** and carrier costs \$500K annually, renegotiating logistics contracts.
- **Reduced SG&A costs 18%** in 18 months by streamlining processes and increasing accountability.
- **Achieved 6% cost reduction** with elevated supplier performance, steering procurement team overhaul.
- **Optimized import/export team** and processes to support movement of 400 containers per month from Europe, Africa, South America, and North America.

SUPPLY CHAIN PLANNING LEAD | 2009 – 2011

Headed operational planning team for Cocoa and Chocolate business unit, uncovering pathways to advance asset utilization and inventory management.

- **Elevated forecast accuracy 25%** and lowered inventory costs \$15M, driving S&OP initiative to accelerate collaboration and foster increased alignment between customer demand and production capabilities.
- **Improved supply visibility and customer service levels** while driving down inventory costs and schedule changes, building and launching long-range inventory planning process.

FIS ENTERPRISE DEVELOPMENT TEAM – INTERNAL BUSINESS CONSULTANT | 2005 – 2009

Led as internal consultant and designer of business unit strategy for multiple global business units focusing on financial analysis, operational improvements, asset optimization, and MADJV (mergers, acquisitions, divestitures, and joint ventures).

- **Served as financial analyst** and member of the negotiation team for multiple M&A projects and the formation of LSR (Louisiana Sugar Refining, LLC), \$190M joint venture.
- **Partnered with business unit leaders**, stakeholders, and corporate leadership to develop long-term strategies designed to established new strategic initiatives, drive increased revenue, and lower operating costs.

QUALITY ASSURANCE FACILITY MANAGER (2001 – 2005)**QUALITY ASSURANCE MANAGER (1999 – 2001)****EDUCATION | PROFESSIONAL DEVELOPMENT**

Louisiana State University, Baton Rouge

MASTER OF BUSINESS ADMINISTRATION (MBA)
MASTER OF SCIENCE (MS) IN FOOD SCIENCE
BACHELOR OF SCIENCE (BS) IN MICROBIOLOGY

TRAINING PROGRAMS: Lean Manufacturing Training | S&OP (Integrated Business Planning) | Business Integration | Business Strategy Training (BST) | Business Development Training (BDT) | SAP | Transition into Leadership