

CLM PALLET RECYCLING, Indianapolis, IN (*High-growth supplier/recycler of containers & pallets to food manufacturers & distributors*)

DIRECTOR, REGIONAL OPERATIONS, 2002 – 2004 | Managed all operations, including strategic planning, production, financial reporting/analysis, operations/capital budgeting, administrative affairs, staffing, quality, safety, and customer service. Led team of 7 plant managers in their supervision of a staff of 263. Member, Corporate Management Team

- ✓ Provided full P&L oversight for \$24M operation with inventory of \$8.1M and annual throughput of 12M units in a network of 7 plants in 5 states.
- ✓ Oversaw and protected critical 3PL provider relationship with global container and pallet pooling leader, Chep USA.
- ✓ Achieved Chep's "management group of choice" designation for new business opportunities and programs.
- ✓ Exceeded revenue goals by 25% (\$250K) through fast-track construction and startup of 7 facilities within 90 days.
- ✓ Changed production and distribution processes to eliminate regulatory bottleneck in operational startups; new procedures were subsequently adopted and standardized for use in Chep facilities.
- ✓ Achieved 12% increase in productivity in the first 30 days with the implementation of a pay-for-performance incentive program for pallet repair employees.
- ✓ Reduced raw materials costs by 15% by centralizing purchasing, leveraging vendor relationships, and taking advantage of quantity discounts. Annual savings \$180K.

BINDLEY WESTERN DRUG COMPANY/CARDINAL HEALTH, Indianapolis, IN (*Fortune 500 wholesale pharmaceutical distributor to retailers, HMOs, & hospitals*)

DIRECTOR, OPERATIONS, 1996 – 2002 | Managed warehousing and distribution activities for 16 facilities, a team of 3 managers and their support staff. Directed facility construction, redesign, expansion, automation, and equipment retrofit.

- ✓ Allocated and controlled \$15M budget.
- ✓ Led construction and operational startup of 6 distribution centers within 2 years, enabling a \$1.5B growth in sales.
- ✓ Relocated 3 divisional operations into state-of-the-art warehouses in just 18 months by designing a standardized relocation model that mapped out warehouse sites and slotted SKUs based on velocity and cube requirements.
- ✓ Completed the facility relocation and moved \$80M of inventory in 48 hours without any disruption in customer service.
- ✓ Mitigated risk exposure and avoided \$300,000 in fines from the DOT by spearheading the design and implementation of an IT-driven system that generated documents for shipping hazardous SKUs.

LEADERSHIP PROFILE

Bachelor of Business Administration, CLEVELAND STATE UNIVERSITY, Cleveland, OH

Ongoing Professional Development: Business & Financial Strategy for Sales & Operations Professionals • Total Quality Management (TQM) • Managing the Performance of Others • Coaching Others for Top Performance

Affiliations, Memberships: Warehouse Education and Research Council • Healthcare Distribution Management Association • Council of Supply Chain Management • Business and Professional Exchange - Indianapolis