Marcus Aurelious

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SENIOR EXECUTIVE
OPERATIONS | SUPPLY CHAIN | LOGISTICS

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Used value-added service, market-driven forecasting, and lean operations to power quantum leaps for industry icons:
EDS through PC Boom | AT&T through Wireless Boom | ABC Batteries through Portable Power Boom

Profit-driven supply chain executive with rare, in-depth understanding of business drivers as well as all logistics disciplines. Offer 20+ years of experience building dynamic supply, warehousing, and distribution models that adapt quickly to changing marketplaces.

Very experienced in global supply chains and the logistics, business, and ethical oversight challenges that come with it. Meet those challenges head-on, building long-term, high-trust relationships with suppliers throughout the Americas, Asia, and Europe. Retain high level of control over manufacturing conditions and quality by directly overseeing operations.

Advanced user of best-of-breed ERP, WMS, and TMS systems, including supply chain, demand planning, forecasting, order management, CRM, and reverse logistics modules and bolt-ons. Contributed functional design to 4 major implementations.

- Built distribution system for **AT&T Wireless** that supported 10+ years of explosive growth and is still in use, increasing velocity without growing footprint.
- Enabled 1800% growth for **ABC Batteries** by shifting from primarily domestic to primarily offshore supplier network and building a hybrid distribution system that allows servicing of 1M+ battery needs, more than any competitor.
- Opened South American market for **Ericsson** by launching multimillion-dollar Sao Paolo manufacturing assembly.
- Supplied $1B in annual revenue for **Electronic Data Systems (EDS)**, fulfilling $700M Department of Defense contract and conceiving new, high-margin line of business using existing infrastructure.

Project Management |Multimillion-Dollar Budgets | Customer Service | In-House Global Logistics
Responsible Manufacturing Practices | Forecasting and Planning | Demand Signals

EXECUTIVE CONTRIBUTIONS

ABC BATTERIES, Fort Worth, TX — 2002–Present

$1B+ global supplier of replacement batteries employing 1,400 team members across 4 lines of business. In-house logistics management.

VP and Chief Supply Chain Officer (2006–Present)

Asked by President/CEO to assume executive responsibility for supply chain of entire organization. Tasked with transitioning from legacy business that relied primarily on domestic suppliers and building international network of manufacturers as well as a unified domestic distribution system to accommodate every kind of battery SKUs, from hearing aids to tractors. Verticals include construction, public safety, healthcare, golf, auto, and others. Private label OEM auto batteries for most auto manufacturers. Process up to 750 TEUs annually. 300+ distributor warehouse partners across North, Central, and South America.

Designed global supplier network and hybrid distribution system that powered leap from $700M to nearly $2B in sales.

Challenge: With offshore producers offering superior pricing and equal or better quality than domestic suppliers, the time was right to build relationships with the best manufacturers before competitors did. But there was no distribution system or infrastructure in place to receive bulk shipments from Asia and seamlessly integrate them with domestic products for delivery to customers.

Approach and Results: Designed hybrid distribution system with region-specific strategies that minimized domestic shipping costs. Established distribution center in Western region to accommodate shipments from Asia, incorporating Midwest distribution center to consolidate shipments in the Eastern half of the U.S. Secured 200 top suppliers from China, Vietnam, Thailand, Taiwan, and Korea.

- Expanded product lines to capture new markets, making ABC the only company to provide batteries to such a broad variety of segments and maximizing ROI on distribution infrastructure.
- Realized multiple competitive advantages, including the ability to provide one-stop shopping to end-user organizations with products that fulfill 1M+ battery power needs.
- Added value for national customers by creating recycling program and guaranteeing safe disposal of spent batteries.

See next page for details about turnaround of failing retail supply chain, 10X growth, and establishing distribution for AT&T Wireless.

ABC BATTERIES, continued

Director of Supply Chain Operations, ABC All Battery Retail Centers (2002–2006)

Recruited by CIO, a former AT&T executive, to turn around supply chain and logistics operations following failed initial launch. All Battery was poised to leverage ABC's brand recognition to serve the high-growth market for portable battery power in retail and commercial markets, but inefficiencies were hindering scalability and profitability.

Built supply chain, warehousing, customer service, and shipping ecosystem that transformed business from 15 struggling retail stores with $25M in sales to 200+ locations generating $250M+.

Challenge: Upon assuming role, All Batteries was losing $10M a year with SOPs that were ineffective or completely lacking. A WMS (warehouse management system) installation based on those broken processes was in mid implementation with requirements and coding completed. Intelligence was in the people, not the system. There were no standardized bin locations or part numbers.

Approach and Results: Quickly performed full SWOT analysis, identifying core organizational strengths of [what?] and building on them. Systemized and automated fundamental functions, completely revamping WMS implementation and completing it on time.

Defined each channel (retail, franchise, B2C) and its needs, including order demographics, transport demographics, service needs, and product needs. Identified demand signals and wrote allocation rules to reduce backorder incidents in an industry where it is important to fulfill demand because average retail purchases are 3 years apart, so brand exposure opportunities are limited.

- Powered explosive growth with systemized operations that enabled Outrageously Dependable® service, creating dynamic relationship with retail customers and B2B clients that continues to lead the industry in customer satisfaction.
- Brought service to unheard of levels. For example, created and met increasingly ambitious order fulfillment goals.
- Achieved 99.5% fill rate on priority parts (comprising 80% of volume) while increasing inventory turns 4X.
- Assured continued fast-paced growth with scaling capabilities that continue to accommodate 40–50 new stores each year.

AT&T WIRELESS, Fort Worth, TX 1997–2002

Then-subsidiary of AT&T, the company became the largest wireless carrier following merger with McCaw Cellular in 1994.

Director, Supply Chain Operations (1998–2002) and Operations Manager (1997–1998)

Recruited to manage warehousing and distribution of all wireless equipment, marketing collateral, point of sale, and merchandising material, moving 60M pieces per month. Worked with Product Development, Engineering, and Marketing to design value-added offerings. Oversaw high-touch customer service, such as loading devices with custom apps and settings prior to deliver to corporate clients and registering SIM cards prior to B2C delivery. Serviced reseller, distributor, direct marketing/direct response, and retail channels, the latter consisting of 1000+ stores. 50 direct, 600+ indirect reports. $200M direct and $3.5B indirect budget.

Consolidated 9 operations into a centralized distribution model that supported years of exponential growth and is still in use.

Challenge: When AT&T merged with McCaw, there were 9 distinct businesses, each with its own infrastructure and SOPs. Operations would have to support unprecedented growth, a multitude of SKUs and suppliers, and shipping and receiving channels that included air, LTL, and rail. Any operation would have to be highly flexible and scalable.

Approach and Results: Performed in-depth review of all operations. Culled best practices and built foundational processes, such as purchase orders, into the system to avoid cost increases as volume grew.

Ran rigorous site selection process, finally choosing a location in Fort Worth that had access to air, rail, and a major ABC within 1.5 miles, was near major supplier Nokia, and also close enough to the border to minimize shipping costs on products coming from Mexico. Leveraged volume to get FedEx and UPS to establish onsite operations to extend cutoff times and eliminate cost of transporting to their locations.

- Catalyzed 1st nationwide wireless network coverage by building nationwide distribution/supply network.
- Delivered significant ROI on distribution operation that has been able to grow by increasing velocity instead of expanding footprint. Completed initial consolidation of 9 businesses into 1 within a year.
- Averted labor union complications by using 3rd-party logistics provider (3PL) and working closely with its President/CEO to ensure a high level of control and responsiveness.
- Cut $3.3M in annual costs and improved customer service levels with onsite FedEx and UPS operations and in-house accessory packaging program.

See next page for details about expanding Ericsson's Latin America footprint and driving $1B in sales for EDS.

ERICSSON INC., Richardson, TX 1996–1997

Pioneering manufacturer of wireless communications equipment.

Logistics Consultant (1996–1997) and Project Manager (1996)

Hired to run project improving system-performance reliability at North/South American distribution center. Based on initial success, asked to establish multimillion-dollar manufacturing assembly and distribution center serving South America from Sao Paolo, Brazil while simultaneously contributing to "Time-to-Customer" and "Time-to-Market" projects in Sweden.

- Collaborated with other business units to break into promising South American market, establishing manufacturing and distribution capabilities in the region.
- Improved time-to-customer and time-to-market as a contributor to 20-member international team to design data flow and mapping process for all global operations.
- Shortened cycle time and improved cash flow of North/South American distribution center by streamlining supply chain model and automating core processes.
- Recognized with offer to head operations at North/South American distribution center.

ELECTRONIC DATA SYSTEMS (EDS), Plano, TX 1992–1996

American multinational IT equipment and services company. Purchased by GM for $2.5B in 1984, it became an independent in 1996.

Operations Manager

Powered $1B in annual sales by end of tenure. Originally hired into field services role, performance was recognized by VP who provided opportunities to learn about every aspect of the business. Promoted to Warehouse Manager then Operations Manager within 4 years. Ultimately accountable for establishing new warehouse locations, shipping 1,000 pre-loaded PC units daily, maintaining $120M inventory with 12X turn rate, and leading up to 150-member team consisting of 50% temporary workers from agencies. EDS highlights include:

- Gained real-world experience in every aspect of warehousing and logistics including shipping/receiving, quality, technology side of M&A integration, end-to-end ERP implementation (especially business process code), pick codes, inventory tracking in and out of warehouse, damage/repair status, etc. Served internal, Fortune 500, and government clients.
- Oversaw $3M computer-repair parts warehouse and 27 nationwide warehouses on wheel-and-spoke system, including associated shipping and field technician staff.
- **As Operations Manager, headed $700M startup of 5-year SMC contract for worldwide implementation with U.S. military:** attained ISO 9002 certification in 4 months, maintained 100% inventory rating for 5 years, and achieved coveted "alternative release" rating so government inspectors did not have to be onsite.
- Conceived and sold senior management on new line of business, building overflow products for computer OEMs and using existing infrastructure to do it.

PERSONAL STATEMENT

Theodore Roosevelt said, "The most important single ingredient in the formula for success is knowing how to get along with people." While my understanding of supply chain and business core competencies is thorough, the contributions I've made to my employers have been firmly rooted in the ability to work effectively with people.

Working in my parents' industrial wire company taught me more than the basics of operations management. I learned from them that the best strategy in the world will not get off the ground without the input and support of the employees, partners, and clients who have to assume its risks, fulfill its requirements, and enjoy its benefits.