

HERBERT ALLEN

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VICE PRESIDENT OF OPERATIONS

Consumer Products – Business Development and Productivity – Startup Operations – Entrepreneurial Leadership – Supply Chain Management

Astute, results-oriented leader with proven success in managing multimillion-dollar consumer products supply chain operations and contract manufacturing operations. Background includes high-impact improvement actions that have *reduced* order cycle times, inventory replenishment cycle times, service failures, customer service costs, operating expenses, and days of inventory on hand and *increased* service levels, speed to market, gross margin, financial performance, and competitive advantage. Critical thinker and adept negotiator who can apply extensive knowledge of consumer products industry and supply chain best practices to rapid revenue and profit growth opportunities. Expertly directs resources, technology, and expenses. Additional capabilities:

- Multimillion-dollar Budgets • Strategic Contract Agreements • Forecasts • Best Practices •*
 - Key Productivity Ratios • Network Structure • Global Multi-site Operations • Strategic Planning •*
 - Customer, Supplier & 3PL Relationship Management • Problem Solving • Hands-on Leader*
 - Software Applications: ERP, MRP, DRP, SAP, IMPACT, PKMS, CRM, EDI,*
Direct-to-Consumer Fulfillment Interfaces and Freight Management Software
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CAREER ACCOMPLISHMENTS

- Reduced costs \$5.3 million by: outsourcing retail distribution to 3PL in Tennessee; sourcing and startup of a U.S. vacuum seal bag contract manufacturer; reducing number of freight carriers and negotiating transportation contracts; verifying full truckload shipments from suppliers; implementing buyer/planner positions to better manage tradeoff between volume discounts and increased inventory/storage costs; and reviewing supplier performance and taking corrective action. (Tilia Company)
- Developed sales/operations planning process to manage availability and inventory, implemented master scheduling, achieved 30% reduction in obsolescence caused by new product transitions, and synchronized customer demands and production rates to manage global inventories, facilitating growth from \$50 million to \$200 million annually. (Tilia Company)
- Completed stalled implementation of ERP system within six months of joining company and improved inventory turns by 50%, which saved \$0.5 million in annual costs. Four years later, served as manufacturing / supply chain / engineering executive sponsor for the successful implementation of SAP system. (Tilia Company)
- Managed interface with Far East manufacturing agency, negotiated commission rates, updated capacity requirements for tier 1 and tier 2 international suppliers on a quarterly basis, and resolved production and quality problems through factory visits. (Tilia Company)
- Assigned to manage and improve the information systems function, forecasting, sales administrative functions, customer service and telephone sales, and facilities management, in addition to managing traditional planning, logistics, and distribution functions. In addition, acted as director of manufacturing on an interim basis for ten months and traveled to Far East and U.S. factories to resolve production and quality problems. Improved on-time delivery to 98% from 87%, improved inventory turns by 50%, and reduced the order fulfillment window from ten days to five days. Completed Y2K system upgrades and reduced original estimated costs 41% by negotiating waiver of re-licensing fees and reduced workstation prices. (HI-TEC Sports)
- Reduced days in inventory by 21% while contract-manufacturing base grew from sixteen factories in three countries to 43 factories in thirteen countries. (Rockport Company)

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PROFESSIONAL EXPERIENCE

TILIA COMPANY – San Francisco, California

A \$240 million manufacturer of kitchen appliances; now a brand within Sunbeam and Holmes. 1999–2004

Vice President of Operations / Company Officer

- Led sales/operations planning, Korean and U.S. contract manufacturing factories, purchasing, inventory management, warehousing, distribution, D2C fulfillment, and freight functions. Interfaced with Taiwan/China manufacturing agency.
- Direct reports included director of planning/inventory management, senior manager of distribution and fulfillment, freight manager, Korean contract manufacturing factory, U.S. contract manufacturing factory, and four logistics service providers. Responsible for \$50 million inventory, \$150 million in annual factory purchases, \$10 million operations budget, and \$11 million freight budget.

HI-TEC SPORTS – Modesto, California

A \$136 million manufacturer of footwear. 1996–1999

Director of Operations & Information Systems

- Led information systems, sales planning/administration, merchandising, customer service, accounts receivable, telephone sales, warehousing, distribution, freight management, and facilities management.
- Direct reports included senior manager of information systems, senior manager of merchandising, customer service / accounts receivable manager, telephone sales supervisor, and warehouse/distribution manager.

ROCKPORT COMPANY – Marlboro, Massachusetts

A \$450 million manufacturer of footwear; now a brand within Reebok. 1986–1995

Director of Production Control & Procurement

- Led worldwide capacity planning, factory and supplier performance measurement; recommended lowest-cost loading plan, factory and major supplier orders; and participated in factory negotiations, sourcing decisions, and startups in Europe, South America, and Far East factories. Presented factory performance measurements and supply chain process improvements to 30+ country manufacturing and technical managers at semiannual global manufacturing conferences. Responsible for purchase and tracking of \$250 million in factory and supplier purchases in 43 factories in 13 countries and managed a department of 20 people.

Prior positions as Senior Manager of Forecasting and Project Manager for International Multi-Plant Planning System for APOLLO Computer, Production Planning / Material Control Manager for AMERICAN TOURISTER, and General Supervisor of Material Control and Production for POLAROID.

EDUCATIONAL BACKGROUND

Northeastern University – Boston, Massachusetts

Master of Business Administration (MBA) – Production/Logistics Management

Bachelor of Science in Business – Production/Logistics

APICS Certification: MRP/Capacity/Inventory Management

SAP Project Team Training / Basic System Training

Computer skills: Microsoft Outlook, Word, Excel, PowerPoint