

David C. Edwards
President



Experience

- **Operations and Systems Integration** - 12 years of diverse consulting experience as a hands-on supply chain improvement and systems integration project manager.
- **Operations Management** – VP of Operations with full P&L responsibility over engineering, planning, purchasing, offshore production, and distribution.
- **Supply Chain Management** – Division Manager of a multi-plant semi-vertical manufacturing company with responsibility for delivering 60Mil in sales.
- **Systems Design and Implementation** – Corporate Manager of manufacturing systems, developing and installing ERP, MRP, MES, WMS, and Payroll systems.
- **Engineering** – 10 years hands on experience with manufacturing and distribution process improvement as an engineer and division engineering manager.

Exposure

- **Industries** – Apparel, Automotive, Construction, Consumer Products, Electronics, Furniture, Industrial Products, Pharmaceuticals, Retail, Services, Telecommunications, Textiles.
- **Business Applications** –SAP, Oracle, Baan, JD Edwards, Dynamics AX, BPICS, Navision, Brain, CMS, Mapics, Geac, QAD, Manugistics, Forth Shift, Friedman, Syteline, Visual, Great Plains, Macola, Made to Manage, ABS, TCM.
- **Productivity Software** –Microsoft Access, Excel, Word, Power Point, Project, Visio, Outlook, Front Page, SQL Enterprise Manager, MS Data Analyzer OLAP. Windows 98, NT, 2000, XP, Vista, and 2003 desktop and network operating systems.

Education

Georgia Institute of Technology
BS Industrial Management 1981
The Educational Society for Resource Management - APICS
Certified in Production and Inventory Management - CPIM 1998

Work History

Operations Professionals – Greer, SC – Jun 08 to Present **President**

Designed and implemented BI dashboard tool for a leading supplier of construction reinforcement composites. Met with executive management to define requirements based on existing parent company tool. Designed and built data extraction model required to support analysis tool. Prepared comparative presentation of commercial BI tool versus spreadsheet tool capabilities. Implemented selected solution.

Performed detailed transportation and logistics analysis in a support role for a leading consulting firm. Designed custom analysis database and spreadsheet tools required to meet end client specifications. Performed detailed analysis of total operational cost impact of multiple future scenario options under consideration. Interfaced directly with end client during review process, presented detailed analysis in final presentation.

Designed and implemented financial reporting and dashboard analysis tools for non-profit organizations heavily funded by federal grants. Defined reporting required to support grant management process, designed and implemented custom reporting. Defined financial analysis requirements, designed and implemented custom BI dashboard to facilitate analysis.

Performed business process and support systems analysis of supply chain management and costing processes for a new start up providing reinforcement composites to the wind energy market. Designed inventory, production management, and shipping processes required to provide discreet product traceability. Configured ERP system and created work center, routing, BOM, and cost structure. Led client team to implement complete solution.

Researched, selected, and implemented business intelligence dashboard tool for a small metal stamping operation. Reviewed all BI dashboard tools designed to meet client specifications. Presented and selected tool with executive management. Defined dashboard metrics, designed data extraction requirements, built data interfaces, and created dashboard output.

Performed business process and support systems analysis of invoicing and collections functions for a large supplier of electric metering systems. Evaluated collections activity data to isolate primary collections deficiencies and developed process and systems improvement plans to minimize collections delays and better track future collections delay root causes.

Performed business process and support systems analysis of forecasting, planning, production control, inventory management, shipping, and financial functions for a leading supplier of construction reinforcement composites. Developed system requirements specifications, led sourcing of new system support vendor, and led project to re-configure existing ERP system to support operational requirements.

Performed business process and support systems analysis of product configuration and customer order management functions for a large supplier of electric metering systems. Developed process and systems improvement plans, prepared specifications for new systems selection, led system selection process, and worked with system vendor to transfer process requirements and develop system implementation plan.

Operations Associates – Greenville, SC – Nov 97 to June 08
VP of Supply Chain and Systems Integration Consulting

- Led project to restructure supply chain processes then implement new a ERP system for a law enforcement ballistics armor manufacturer.
- Led project to develop and implement new supply chain management systems for a 400Mil e-tailer of books and media. Achieved 100% increase in peak season order allocation activity at the targeted primary distribution center.
- Led project to completely restructure the supply chain of a 150Mil textile and apparel company. Developed and presented case history at 2001 national CLM conference.

Performed business process and support systems analysis of forecasting, planning, production control, inventory management, and shipping functions for a large supplier of gas and water metering systems. Developed KanBan planning system along with process and systems improvement plans that would provide desired lead time and inventory reductions.

Performed business process and support systems analysis of forecasting, planning, production control, inventory management, and shipping functions for a leading supplier of defense and law enforcement body armor. Developed production scheduling and planning processes and systems and led implementation of new ERP system.

Performed business process and support systems analysis of forecasting, planning, production control, inventory management, and shipping functions for a large supplier of industrial and consumer cutting systems. Developed process and systems improvement plans that would provide desired lead time and inventory reductions in conjunction with distribution network realignment to optimize transportation cost and customer service levels.

Performed business process and support systems analysis of forecasting, planning, production control, inventory management, and shipping functions for a mid sized supplier of roofing fasteners. Developed KanBan calculator with process and systems improvement plans that would provide desired lead time and inventory reductions.

Provided Lean training and conducted two rapid improvement events at a privately held film manufacturing company. Lean improvements focused on organization and cleanliness, work station layout, ergonomics, production sequencing, and material control.

Led Team for Sarbanes-Oxley 404 compliance audit of all planning, purchasing, production activity management, inventory control, and shipping functions for a multi-location manufacturer of communications industry electronic components. Worked with internal audit firm to develop process narratives and outlines, risk control matrices, and control test plans for specified functions.

Performed Sarbanes-Oxley 404 compliance audit of all planning, purchasing, production activity management, inventory control, and shipping functions at a mid-sized tobacco products company. Worked with internal audit firm to develop process narratives and outlines, risk control matrices, and control test plans for specified functions.

Performed business process and support systems analysis of forecasting, planning, production control, inventory management, and shipping functions for a mid sized supplier of aerosol valve assemblies. Developed process and systems improvement plans that would provide desired lead time and inventory reductions in conjunction with on going internal Lean Manufacturing initiatives.

Performed inventory rationalization, business process improvement, and support systems analysis for a mid-size manufacturer / supplier of wiper and hygiene products. Analyzed distribution network and sales activity to determine service level improvement and inventory reduction potential. Recommended improvements to increase effectiveness of planning process. Specified systems support requirements to improve planning process.

Performed business process and systems review of all planning, purchasing, production activity management, and inventory control functions for a large pharmaceutical manufacturer in preparation for Sarbanes-Oxley compliance audit. Worked with finance management to determine the most effective course of action in consolidating existing systems and processes in order to achieve total compliance with the least business disruption while preparing for a major systems deployment that would eventually replace all existing systems.

Led inventory management improvement process for a tier 1 automotive supplier. Analyzed manufacturing variances and identified areas of major inventory loss. Developed improvement plan to eliminate unexplained inventory losses. Developed physical inventory support system to expedite inventory count process and allow accurate physical count of work in process.

Led project to design and implement a forecasting, demand management, and inventory replenishment planning system for a large web based retailer of books, music, and video products. Analyzed sales history, established custom forecasting process, created custom demand management and replenishment planning systems. Led project to have system developed and implemented within a 3-MONTH window of opportunity. Completed project on time with specified results achieved.

Performed complete analysis of business processes and systems utilized to manage production planning, inventory movement, and shipping for a contract packager of household and consumer care products. Developed plans for upgrading capabilities required for them to offer full service planning and procurement programs for existing and potential customers. Led training and development program to educate management in fundamentals of demand management, materials requirements planning and inventory control. Developed supporting demand management and material planning tools used to support capabilities upgrade initiative.

Led inventory management improvement process for a tier 1 automotive contractor. Project required development of procedures to keep customer and supplier inventory visibility in sync and up to date. Developed inventory comparison support system to reconcile differences between customer and supplier balances.

Performed a complete ERP Information Systems Master Planning and Selection process for a technical fabrics company. Analyzed existing systems and processes, defined future system and process requirements, then developed detailed system requirements specifications. Screened potential vendors, prepared demonstration scripts and evaluation criteria. Led selection process and developed business case for implementation.

Performed an ERP selection process audit for a large Engineering and Construction Company. Reviewed selection methodology, interviewed selection team members, validated selection process and end results. Provided process improvement recommendations for remaining selection and implementation requirements.

Performed analysis of existing ERP systems and recommended future systems development strategy for 2 divisions of a multi-billion dollar furniture manufacturer. Analyzed existing systems and processes, defined future system and process requirements, developed detailed system requirements specifications. Performed detailed analysis of existing systems relative to requirements and assisted in the development of future systems development and acquisition strategy.

Project Manager for the total supply chain transformation of a mid sized textile and apparel company. Analyzed demand patterns, rationalized inventory, implemented forecasting and inventory planning software. Defined domestic and international product sourcing strategy, implemented quick response manufacturing processes for domestic capacity. Developed collaborative planning process with primary raw material supplier and implemented direct shipping program to shorten delivery supply chain. Developed

and presented case history at the 2001 national Council of Logistic Management conference.

Worked with due diligence team to qualify suppliers for a large refrigeration unit manufacturer. Reviewed supplier supply chain and systems capabilities. Developed supplier evaluation process and assisted team to develop final supplier recommendations.

Led ERP implementation effort for a small steel forging operation. Managed system configuration, system implementation, and process re-engineering effort. Project spanned all operational and financial requirements: item masters, bills of material, routings, forecasting, customer orders, planning, mrp, scheduling, inventory control, purchasing, shop floor control, outside processing, receiving, shipping, payroll, job costing, accounts payable, accounts receivable, and general ledger.

Led implementation effort to install complete ERP solution for 3 automotive drawn products companies under one management group.. Managed system prototyping, user training, system configuration, system implementation, and process re-engineering effort. Project spanned all operational and financial requirements: item masters, bills of material, routings, forecasting, customer orders, planning, mrp, scheduling, inventory control, purchasing, shop floor control, outside processing, receiving, shipping, payroll, job costing, accounts payable, accounts receivable, and general ledger. Received an average customer satisfaction rating of 9.9 from the 6 primary project mangers surveyed.

Assessed current manufacturing planning and material control processes for a large fiber optics manufacturing company. Recommended process improvements and new systems development and implementation strategy.

Led effort to select and install complete ERP solution for 2 industrial container companies under same management. Managed software installation, system prototyping, user training, system configuration, data conversion, system implementation, and process re-engineering effort. Project spanned all operational and financial requirements: item masters, bills of material, routings, forecasting, customer orders, planning, mrp, scheduling, inventory control, purchasing, shop floor control, outside processing, receiving, shipping, payroll, job costing, accounts payable, accounts receivable, and general ledger. Client was so pleased they did an advertisement for Operations Associates.

Performed complete ERP Information Systems Master Planning study for an automotive parts manufacturer. Analyzed existing systems and processes, defined future system and process requirements, defined future system required features, defined hardware and system architecture requirements, performed preliminary software evaluation, developed initial implementation budget.

The Sero Company – Cordele, GA – Aug 96 to Nov 97
Vice President of Operations

- Developed and installed new planning and inventory control systems and procedures.
- Developed and implemented new QA standards and audit procedures.
- Expanded production 20%, lowered active RM 50%, improved deliveries 25%.

Managed operations of a small apparel company, worked with corporate team to develop and implement business plans and strategies. Streamlined new product development and introduction process. Revitalized materials planning and manufacturing scheduling processes and systems. Developed new receiving and inventory control procedures, updated work in process (WIP) tracking system, and led management staff to a 50% material inventory reduction with a 25% WIP reduction.

Developed operator training programs, developed plant quality assurance procedures, established and trained associates on new defect definition standards. Reduced rework by 50% and improved final product quality by 7%.

Led project to update operating facilities in the Dominican Republic. Developed plant equipment requirements based on engineering study of production capabilities. Engineered lighting and power distribution requirements, and developed plant maintenance and equipment upgrade plans. Reduced downtime 80%.

Implemented WIP tracking system and production performance system. Trained DR management in WIP control and pull scheduling techniques. Reduced in plant WIP by 50%, leading to a total WIP reduction of 25%. Additional space recovered from WIP reduction was used to achieve a 20% increase in production capacity.

Gerber Childrenswear, Inc. – Greenville, SC – Nov 87 to May 96
Division Supply Chain Manager

- Reduced total raw material, WIP, and finished goods inventories by 30% (8Mil)
- Improved on time delivery from 75% to 95%.
- Increased divisional ROI by 20%.

Managed the supply chain of a 60 million dollar product line and worked with business team members to achieve an 8 million dollar total inventory reduction over one year. Developed business plans and strategies, generated statistical forecasts, utilized customer sales data, formulated production plans, formed supplier relationships, and utilized all team and system resources to increase ROI by 20%.

Utilized retailer sales data and distribution planning systems to develop supply chain management strategy. Directed efforts to integrate available retail sales and inventory data into the production planning process. Managed retail distribution and store inventory through total product supply chain.

Led planning effort of joint task force assigned to improve product delivery process with Target. Analyzed retail buying strategy and delivery requirements; provided product development, production planning and manufacturing implementation timetables to satisfy retail distribution requirements.

Manufacturing Systems Manager

- Designed and/or installed all corporate manufacturing systems.
- Completed consolidation of systems from 4 previously separate companies.

Led manufacturing systems development and implementation project to consolidate systems for 4 formerly separate companies, using 3 different computer platforms, and operating 14 manufacturing facilities. The new system integrated forecasting, customer order, inventory, WIP, planned order, bill of material, routing, capacity, material inventory, and purchase order systems to build a complete MRP II system. Developed inventory and production control procedures, engineering and product development procedures. Led the training of plant staffs, and worked with manufacturing management to utilize this information to make significant inventory reductions through better flow balance.

Led systems selection and implementation for apparel manufacturing WIP control systems. Developed production control procedures, trained plant staff, and worked with manufacturing management to utilize this information to make significant inventory reductions.

Developed and implemented a textile equipment utilization analysis system using input of central equipment status network. Improved production efficiency and increased output through use of historical utilization analysis to develop staffing realignment resulting in increased throughput.

Installed communications links, inventory control, shipping, receiving, and WIP tracking systems in 3 apparel plants in the Dominican Republic. Plants were linked to US manufacturing systems to provide corporate planning and production control information, and provide plant operational information feedback to management.

Led requirements definition, systems development and implementation of textile inventory control, shipping, receiving, WIP tracking, outside processor control, production, and capacity planning systems driven by material requirements of apparel MRP system. Improved visibility of production process and provided feedback required to achieve a 40% textile work in process reduction.

Developed raw material locator and receiving systems, integrated with purchasing and material inventory systems, to eliminate multiple system maintenance and information gaps and overlaps. Developed and implemented associated physical inventory system.

Served on task force assigned to develop universal item information system for Gerber foods in item requirements definition and systems integration requirements. Analyzed global item information requirements and provided technical support on systems integration between Apparel and Food Divisions.

Industrial and Product Engineering Manager

- Led major projects to consolidate corporate distribution, manufacturing, and sourcing processes of 4 previously separate companies.
- Led product development project to consolidate two major product brands (Curity and Gerber) into a single new Gerber product line.

Developed and implemented corporate production allocation systems. Served as technical head of task force assigned to realign and consolidate production of 14 plants.

Led engineering effort to implement World Class Manufacturing techniques. Developed work cell implementation plans in conjunction with plant manufacturing team. Provided technical and educational support to plant implementation team.

Analyzed distribution methodologies of major retailers in order to develop shipping requirements definitions for supplier distribution centers. Worked with retail D.C.'s to insure smooth movement of product between supplier and retailer.

Provided engineering support for distribution center relocation analysis. Developed space, racking and equipment requirements. Provided engineering support to construction cost development, provided time phased distribution cost impact analysis.

Provided engineering support for 2 offshore plant construction and start-up projects. Developed plant equipment requirements, prepared production floor layouts, set up labor standards systems, implemented WIP tracking systems.

Led engineering effort to standardize production processes and information systems between 8 plants merged from 2 formerly separate companies. Developed and implemented uniform product development and specification processes, material requirements definitions, labor requirements development processes, and product costing methodologies.

Provided engineering support for corporate distribution strategic planning. Analyzed impact of integrating distribution of apparel items in existing food distribution centers, comparing channels of distribution, pick and pack requirements, and information systems integration requirements.

Wrangler Division of VF – Luray, VA – Nov 81 to Nov 87
Industrial Engineering

- Led numerous manufacturing cost reduction and quality improvement projects.
- Performed all classical IE functions from work measurement to plant layouts.

Provided plant engineering support for 4 manufacturing facilities, developing product assembly specifications, equipment and tooling requirements, production labor standards and requirements, capital projects requirements, production process standards, manufacturing cost standards and manufacturing cost variance analysis.

Led manufacturing requirements development for Wrangler's first real-time WIP inventory tracking system. The system used scanners at every workstation networked to a central data collection and analysis system.