

## **RESUME OF CONSULTING EXPERIENCE**

**CONSULTANT:** James S. Heuer, Senior Consultant

**FIRM:** M-P System Services, Inc.

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**OVERVIEW**

- Industry leading expertise in Supply Chain and supporting information technologies with extensive experience in leading challenging change-management projects for mid-to-large size businesses.
- Strong track record of cost reduction and performance improvement across a wide range of industries.
- M-P System Services, Inc., markets the LoadOpt™ and BidOpt™ software designed by Mr. Heuer and makes them available, as required, for consulting engagements. See [www.loadopt.com](http://www.loadopt.com) and [www.mpss-pdx.com](http://www.mpss-pdx.com).

**PRIOR WORK EXPERIENCE:**

- Director of Management Information Systems, Manna Pro Corporation, Los Angeles
- Principal, A. T. Kearney, Inc., Chicago
- Materials Manager, Camcar Division of Textron Industries

**EDUCATIONAL BACKGROUND:**

- B.S. and M.B.A. Degrees with Highest Honors in Transportation Management from Indiana University, Bloomington, Indiana

**SELECTED CONSULTING EXPERIENCE:**

**Transportation Management Consulting**

- Conducted a Core Carrier program for a North American chemical producer which achieved savings in freight rates of 12% and a significant reduction in the carrier base. The project involved truckload services for van, tank, flatbed, and dry bulk type commodities both in the United States and Canada. MPSS, Inc., web-based bid management and carrier communications software was employed to facilitate the process that involved over 1200 traffic lanes and over 300 participating carriers. Award scenarios were developed with support from MPSS, Inc., proprietary award optimization software. Not only were substantial savings achieved, but the carriers reported that the process was unusually clear and easy to work with.
- Managed a transportation cost reduction project for a major U.S. manufacturer of diesel engines. The project involved renegotiating truckload contracts, implementing computer optimization of multi-stop truckload shipments, improving transportation decision making, and ultimately implementing a 3<sup>rd</sup> Party Logistics outsourcing program. The 3PL outsourcing began with a

rigorous RFP process in which 5 nationally leading 3PL firms competed for the business on the basis of technology resources, staff competency, suitability of proposed management plan, and cost structure. The outcome of the project was a measured 11% reduction in the cost of North American transportation.

- Conducted a comprehensive operations improvement project for a major West Coast 3<sup>rd</sup> Party Logistics and Transportation operator serving a national customer base. The project included operations analysis and assessment for all customer service and load consolidation operations, together with a review of the technology infrastructure employed for interfacing with customers and business partners. The analysis and recommendations were followed by a full scale implementation effort targeting a 20% reduction in headcount and a 3-times increase in total order cycle time.
- Developed a comprehensive transportation strategy for a major appliance manufacturer affected by collapse of their key rail services. This was in conjunction with an assessment of warehouse location strategies using computer modelling tools. This joint review yielded significant savings in both warehouse and transportation costs.

### **Supply Chain and Manufacturing Process Improvement Consulting**

- Conducted a supply chain effectiveness assessment for the North American manufacturing operations of a major U.S. paper and packaging company including evaluation of options for rationalizing the manufacturing network footprint. Assessed potential for performance improvement through improved scheduling and planning processes and the resulting impact on requirements for facilities. Further assessed risks and impacts of rapidly changing transportation costs on the current and proposed alternative manufacturing network strategies and warehousing alternatives.
- Led a project to assess effectiveness of production control processes and organizational effectiveness relative to overall supply chain transformation for a major U.S. aerospace and defense company. Performance and operations were compared not only to defense industry and internal corporate best practices, but also to best practices of global leaders in lean manufacturing. This project uncovered significant gaps versus industry best practices and developed a project plan for attaining major cost and performance improvements.
- Co-managed a project for a large European based agricultural equipment manufacturer, which re-designed the entire supply chain from order entry through manufacturing through distribution. The project involved customer service needs assessment, current operations diagnostic, complete redesign of supply chain processes within and between manufacturing facilities and vendors, selection of new information systems software packages, and a large implementation effort. During the course of the project, a detailed simulation was developed for a trans-national supply chain to support supply chain policy and process design. The project operated on three continents and was projected to save the client upwards of \$150 million annually.
- Conducted a supply chain improvement effort for a large durable goods manufacturer in the U.S., in which dramatic improvements in manufacturing responsiveness to marketplace requirements were achieved. Significant reductions in work-in-process and raw inventories were attained while accelerating cycle times and improving manufacturing reliability by a factor of 4. Process control and tracking tools put in place during the project contributed to the target facility achieving ISO 9000 certification on the first try.

## **Logistics Management Consulting**

- Guided multiple strategic sourcing commodity teams as part of a supply chain transformation project for a major U.S. aerospace and defense company. This project involved guiding the company's experienced procurement professionals, and their team members drawn from engineering and quality disciplines, in building and executing their commodity strategies through RFQ/RFP and negotiation processes. Initial quick-wins from team projects reached the multi-million dollar level.
- Assisted a major U.S. chemicals producer in a logistics improvement project implemented through outsourcing key components of logistics operations to third party providers. Candidate 3PL companies were evaluated, and the selected companies participated in a rigorous RFI/RFP process. Special consideration was made for the unique issues related to bulk, hazardous, and liquid tank product handling and distribution. Several rounds of negotiation were supported, and savings of 5% of total logistics costs were targeted, in addition to significant improvements in product flow visibility, reliability, and safety.
- Analyzed warehouse network alternatives under different scenarios of cost containment and reduction for one of the nation's largest grocery retailing chains. The analysis was performed using the I2 Supply Chain Strategist software. Supporting the project was a substantial logistics data gathering and validation effort. Strategic alternatives presented to executive management were compared on the basis of cost saving potential, risk, community impacts, and ability to implement.
- Performed an extensive network optimization and rationalization project for a major bottled water producer. Project included transportation improvement opportunities as well as customer-DC realignment and production reassignment.
- For a major division of one of the world's largest agricultural supplies corporations conducted a comprehensive review of supply chain effectiveness – leading to detailed assessments of business profitability down to the individual customer level. The analysis was facilitated by a detailed supply chain model, which incorporated supply, processing, and distribution costs down to the individual customer level. The project guided the client in developing mid-to-long range plans for distribution network and transportation changes, and provided input into strategic planning for large-scale facilities expansions. First year savings in logistics costs were calculated at 15%.
- For a major industrial and durable goods manufacturer, directed teams of client purchasing and manufacturing personnel in developing implementation plans for a comprehensive modernization of Supply Management practices throughout the organization. Detailed plans were created with expected savings of upwards of \$200 million annually.
- Performed a benchmarking study of purchasing effectiveness for a large agricultural and construction equipment manufacturer. Measures were developed to compare their performance with leading world-wide producers in such areas as: extent of J-I-T implementation, use of "strategic alliances", supplier participation in accelerated design programs, and Electronic Data Interchange. Focus was on support of major manufacturing and marketing strategy changes currently under way to meet foreign competition and increase quality.
- Assessed the distribution systems of a major western canned goods producer. Examined the cost savings potential for combining facilities of recently acquired companies and reducing the number of warehouses. Also evaluated the effectiveness of transportation and inventory management. Identified \$5 million in savings opportunities through improved distribution operations.

- Managed a comprehensive review of all logistics and distribution activities of a major Japanese auto manufacturer with extensive facilities in the U.S. Assessed performance of inventory management, warehousing, transportation, purchasing, and planning, together with the effectiveness of the individual managers. Identified upwards of \$60 million in cost savings potential from identified improvements.
- Conducted a detailed logistics review of a major producer of frozen potato products in the Northwestern U.S. Analyzed inventory management effectiveness, transportation operations, warehouse efficiency, and their effect on customer service. Identified opportunities for improved customer service as well as substantial cost savings potentials.

### **Corporate Planning**

- Directed a large project to evaluate the effectiveness of division senior management and their planning activities for one of the nation's largest equipment leasing companies. The division's operations were evaluated in detail, including the efficiency of several short-line railroad subsidiaries. Long range plans were re-assessed and new forecasting techniques were introduced which substantially improved the "realism" of the management's projections.
- Conducted an impact-assessment for a large rail-car leasing company to determine potential impacts of railroad deregulation on the company's markets and rail-car assets.
- Assisted with development of a new marketing strategy and detailed marketing plan for a large U.S. railroad. This was designed to assist the carrier to take advantage of the new freedoms allowed as a result of the deregulation of the rail industry.

### **Systems Consulting**

- Performed a strategic assessment of information technology for a leading U.S. producer of agricultural and construction equipment. Developed a long-range plan for technology acquisition and deployment and integration of technology capabilities into manufacturing and supply chain operations.
- Directed analysis of logistics information improvement needs for a major Japanese auto manufacturer with manufacturing facilities in the U.S. Surveyed all operating divisions in transportation, inventory management, purchasing, warehouse management, and long/short range planning. Developed comprehensive blueprint for new information required and coordinated with in-house systems staff in developing implementation plans.
- Directed the design, programming and installation of a project management system, including resource accounting and billing, for a multi-million dollar project of the Environmental Protection Agency. This included remote data entry and data collection, database design and setup and complete documentation.
- Managed a project to design and implement a private truck fleet tracking system for a major manufacturer of mini-computers. This involved tracking vehicle time, driver time, route mileage, etc., and developing comprehensive management reports for evaluating drivers and routes. Project included installation at manufacturing/distribution locations.