

# davidtucker

SUPPLY CHAIN | MBA | CHEMICAL ENGINEER | OPERATIONS | EHS | PEOPLE DEVELOPMENT

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**Led supply chain transformations in progressive roles for over 20 years by integrating digital tech, reducing costs, meeting market demands, and achieving strategic goals through operational savvy and strong team engagement.**

## WORK EXPERIENCE

### Vice President, Supply Chain Distribution and Fulfillment

Cepheid | 2021 to present | Sunnyvale, CA

Advance the global strategy to support network and customer requirements in a hyper-growth (exceeding 100% annually) medical diagnostics environment while expanding the operational vision and cross-functional aspects of international logistics, including shipping, warehousing, stakeholder collaboration, order fulfillment, and customer satisfaction. Drive safe warehouse operations, compliance, inventory control, freight, and budget management by leading over 800 salaried and hourly associates in diverse geographies worldwide. Expand capacity and implement warehouse strategy globally. Drive DBS, lean tools, and communications vertically within organization. Execute and administer all systems and procedures to control inventories and customer orders and guarantee the efficient flow of all materials necessary for production and global support functions.

- \$100M+ operating budget with last-mile impact on customer service and revenue recognition.
- Optimize 3PL network and suppliers for logistics, including SLAs and the customer experience.
- Operate multiple warehouses with locations exceeding 180,000 sq. ft.
- Reduced safety incident rate by 50%.
- Average annual cost savings of over 7% per year.
- Drive controllable OTD to over 99.5% for finished goods shipments.
- Drive improvement in workforce diversity, focusing on gender at senior levels to increase the talent pipeline.
- Execute objectives, policies, and procedures while following government (DEA, cGMP, and FDA) regulations.
- Lead trade compliance and systems implementation that reduce global compliance risk.
- Integrate SAP analytics (BW), multiple inventory systems (WMS, FMS, POD), and similar ERP systems.

### Vice President, Supply Chain

The AZEK Company | 2020 to 2021 | Chicago, IL

Lead the S&OP, planning, fulfillment, distribution, customer service, and logistics/transportation disciplines for this multi-site, two-step distribution organization. Integrate functions to optimize customer service, product supply, inventory investment, and cost controls. Innovate material supply planning and combine processes across operations, purchasing, logistics, inventory control, pick-and-pack operations, and outside suppliers to execute the planning/replenishment process. Expand the retail supply chain and third-party manufacturing by creating production partnerships. Supported activities related to the transition from PE-backed firm to IPO.

- Initiated a long-term growth strategy in the supply-side capital expansion to exceed 20% growth annually.
- Improved service level through big boxes in the USA and Canada with zero distribution center stock-outs.
- Incorporated distributor's inventory into S&OP and production planning.
- Streamlined planning processes to accelerate decision-making processes.

### Vice President, Supply Chain

Compass Minerals | 2019 to 2019 | Overland Park, KA

Led the transformation of all supply chain functions, including transportation, planning, inventory, pricing, warehousing, supply, procurement, co-manufacturing, and customer service. Redesigned organization and processes to execute the commercial strategy, exceed customer expectations, control costs, meet safety goals, and contribute to shareholder value.

- Met targeted operational cost control at annualized 3% savings.
- Develop and implement effective sourcing strategies to ensure a stable and cost-effective supply of materials.
- Improved supplier readiness and reduced risk.
- Optimized all modes of transportation, including rail, truck, barge, Great Lakes, ocean, and LTL.
- Improved consumer business with big boxes and agriculture distribution, including reverse logistics.
- Led import material strategy and pricing.

## Senior Vice President, Supply Chain and Logistics

LafargeHolcim NA | 2017 to 2019 | Chicago, IL

Integrated the supply chain with business strategy by transforming the S&OP process with digital tools, performance management systems, efficiency improvements, cross-border moves, and tertiary product integration through existing infrastructure. Oversaw procurement, material supply control, MRO, equipment, transportation, and distribution locations with a \$1B USD spend.

- Drove operational cost control, targeting annualized 3% savings (\$30M annually).
- Reduced SG&A costs by 20% and managed a CAPEX budget of \$30M on time and on budget.
- Led the market in both EBITDA margin and ROIC.
- Improved supply performance (quality, on-time delivery, and working capital management), and oversaw the Supplier Risk & Continuity program.
- Managed digital technology in the supply chain (statistical forecasting, customer interfaces, procurement, WMS, inventory control, network modeling, TMS, IVMS, etc.).
- Drove safety results with zero TIFR and LTIFR through half of 2018 with over 400 employees.

## Vice President Regional Head, Supply Chain, and Logistics

LafargeHolcim NA | 2015 to 2017 | Chicago, IL

Managed merger synergies and business improvement for the U.S., Canada, and Mexico. Led global projects in countries with low-maturity supply chains. Directed transportation, customer service, procurement, supply/demand, S&OP, operating assets, and performance. Led multi-modal logistics strategies for river barging, Great Lakes shipping, bulk ocean shipping, trucking, and rail of over 100 million tons annually.

- Managed a supply chain spend of more than \$1B with over 600 employees and over 200 sites.
- Drove regional sourcing strategy across operating companies to enable a cost-effective leveraged supply base.
- Championed innovative, continuous improvement processes with synergy savings of nearly \$50M.
- Responsible for over 100 locations across the U.S., including packaging, ports, terminals, and yards.
- Integrated digital technology tools and applications with the supply chain and cross functionally in the organization.

## Vice President, Supply Chain and Logistics

Lafarge NA | 2014 to 2015 | Chicago, IL

Developed a supply chain strategy for change management, centralization, asset divestitures, and merger assessments. Created a one-business, centralized supply chain organization from a decentralized, product-focused one, including transportation, customer service, procurement, packaging, supply/demand, S&OP, operating assets, and performance.

- Managed \$400M spend for over 300 employees at over 100 sites, 240 river barges, and 4,000-plus rail cars.
- Led 40 million tons of multi-modal logistics for US river barging, Great Lakes shipping, bulk ocean shipping, trucking, and rail.
- First-year savings of \$10M and reduced DOH by over 20%.
- Key metrics of delivered sales, cost controls, and the optimization of logistics and logistics assets.
- Oversaw four (4) river tugs, three (3) great lake vessels, two (2) ocean barges, and other contract equipment.

## Vice President, Global Supply Chain and Logistics

Rio Tinto Minerals | 2006 to 2014 | Denver, CO

Built a global supply chain from scratch, aligning with operational and commercial objectives. Managed global inventory, warehousing, packaging, plant loading, purchasing, distribution, and transportation. Enabled competitive differentiation, supported brand strategy, and expanded emerging markets cost-effectively.

- Part of an executive leadership team that increased EBITDA margin by over 40% in five years.
- Oversaw operational sites in 14 countries and created the supply chain in China, Malaysia, India, and Russia.
- Reduced DOH by 50% while maintaining service levels.
- Met RTM integration blueprint savings goal of \$27M.
- Managed an overall budget of \$470M with an ocean transportation budget of over \$20M.
- Developed curriculum and taught the company's supply chain leadership program in partnership with INSEAD.

## Director, Global Supply Chain and Product Assurance

Masonite International Corporation | 2001 to 2006 | Tampa, FL

Directed strategic global supply chain process improvements for 25 facilities in 10 countries through strategic partnerships and acquisitions for the company with \$2.5B in sales and over 12,000 employees. Implemented lean manufacturing and developed performance metrics to improve efficiency and productivity. Optimized big-box retail customer service, fulfillment, and logistics.

- Managed an excess of \$200M of strategic sourcing using the integration of four ERP systems, including SAP.
- Key contributor to corporate 2003 net earnings improvement of 24.6%.
- M&A project and integration team member for over 12 projects and four global market introductions.
- Accomplished cost reduction goals of over \$20M by optimizing integration synergies from an acquisition.
- Lowered annual coating costs by \$1M through vendor partnership.
- Reduced customer claims to below 0.5% of sales.
- Led production planning team, managing over 2,000 SKUs.

## Operations, Manufacturing, Environment, Health, and Safety Positions

Masonite International and Masonite Corporation | Chicago, IL, Laurel, MS, and Ukiah, CA

Gained deep manufacturing knowledge through promotions at various sites. As an **operations project manager**, led global plans, site accountability, and enhanced manufacturing in the U.S. and Ireland. Managed asset reviews during International Paper's Masonite divestiture. As a **manufacturing manager**, oversaw a \$70M exterior cladding operation, collaborating with sales and marketing. As an **environmental, health, safety, and utilities manager**, directed safety and support. Key in community outreach and air quality crisis communication. Developed safety plans aligned with operational goals for a healthy workplace. Managed separation of procurement contracts of \$100M during divestiture, including site closures

- 5% net productivity advancement with a 7% unit-cost reduction resulting in improved EBIT exceeding 300%.
- Participation in successful union negotiations.
- Directed the mill's environmental excellence and won the State of California and International Paper awards.
- Managed 25 air permits, one NPDES permit, hazardous waste, solid waste, and regulatory reporting.
- Integral to responding to complex US EPA citation through capital project management of the industry's first-ever Regenerative Thermal Oxidizer (RTO) installation (\$3.2M).

## EDUCATION AND PROFESSIONAL DEVELOPMENT

- MBA, W.P. Carey School of Business, Arizona State University
- Global Supply Chain Management Course, Kellogg School of Business
- Factory Physics: The Science of Lean Manufacturing Course, Kellogg School of Business
- BS, Chemical Engineering, University of Michigan
- Data Science R Basics Course, Harvard University online

## TRAINING, INSIGHTS & INTERESTS

- Proficient in SAP, JDE, and multiple TMS and WMS systems
- Crisis Communication and Media Training Courses
- Labor Negotiations Training Course
- Kepner-Tregoe Problem Solving Course
- Various Danaher Business Systems Training
- Lean Six-Sigma Leadership Training
- United Way Fundraising Champion
- National River Cleanup Lead
- WEST Level 2 Wine (Sommelier) Certification
- Ironman and multiple marathon finisher
- Visited and worked in over 47 countries and counting
- Enjoy adventure travel, kayaking, bike racing, and hiking

## KEY SKILLS

• Supply Chain Strategy and Transformation • Global Operations Leadership • Digital Technology • Procurement • Outsourcing and Supplier Development • Logistics • Customer Service Centers • Rail, Truck, Ocean, Lake, and River Transport • Team & People Development