

JOSEPH M. ROY

MANUFACTURING, SUPPLY CHAIN SENIOR EXECUTIVE

Consumer Products ▪ Specialty Retail ▪ Business Owner

Innovative leader with over 30 years experience in leading business improvement. Experience in production and plant management, executive management, and worldwide supply chain management. Thorough understanding of the need for cross discipline business process integration in order to improve operational performance in cost, quality, efficiency, inventory, and customer service. Leadership skills used in two (2) plant turnaround situations and in merging operations systems and processes from two (2) companies.

Accomplished, outcome-driven manufacturing/supply chain executive with 30+ years of experience improving company profitability through the use of continuous improvement strategies addressing business process design and process re-engineering across functional boundaries. Proven leader accomplished in all elements of plant and production management, and in leading a worldwide supply chain with complex business processes involving numerous business disciplines. Strong, consistent track record bringing fresh perspective and new ideas to improve business performance by creating value through process improvement. Proven experience in turn-around situations as well as integrating processes and systems of multiple companies.

Core Qualifications & Value Offerings

- Total Quality Implementation
- Lean Manufacturing
- Quick Changeover & Small Lot Production
- Workflow Design
- Kanban and Inventory Control
- Continuous Improvement Strategies
- Technology and Automation
- Product Design and Development
- Replenishment & Allocation
- Project Management
- Supply Agreements for Domestic & International Suppliers
- Supplier Involvement, Management and Evaluation
- Business Process Analysis & Reengineering Initiatives
- Employee Involvement & Empowerment Initiatives
- Retail Supply Chain
- Source Quality Initiatives
- Direct Store Shipping From Contract Suppliers

PROFESSIONAL HIGHLIGHTS

OLFACTORY BRANDS, Gahanna, OH

2002-2009

President

A private company selling custom products in the home fragrance market category to food, drug, mass, and specialty retail accounts, as well as a contract manufacturer for select accounts. Custom designs sourced in Asia with formula, fragrance, and final assembly in the US. Staff of 8 professionals and 30 hourly employees. Grew sales to \$4.5M. Brands included aroma medley and aroma aesthetics. Customers included Stein Mart, Big Lots, Kerr Drug, Duane Reade, Ross For Less. Contract manufacturer for Bare Escentuals, Too Inc., Abercrombie & Fitch, Lane Bryant, Pacific Sun, and Yankee Candle.

BATH & BODY WORKS/WHITE BARN CANDLE, Reynoldsburg, OH

1996-2002

Senior Vice President Operations (1999-2002) / Vice President Operations (1996-1999)

Provided operations leadership and supply chain expertise to this specialty retail company. Responsible for worldwide supply base providing products in the personal care, gift, and home fragrance categories. Served on Executive Committee and involved in all business processes including Product Development, Design, Marketing, Store Operations, and Distribution.

Selected Contribution Highlights:

- **Profit Contribution** – delivered in excess of \$50MM through contract negotiations, contract supplier productivity, and component and finished goods reductions in the distribution center as well as across the 1600 stores throughout

the chain while improving in stock rates as measured by individual store to over 98% for the top 200 items delivering over 50% of the sales and 52% of profit. Involved continuous leadership of supplier execution efforts focused on improving customer service while dramatically reducing inventory and costs.

- **Technology Solutions** – lead a cross functional team consisting of finance, distribution, internal audit, merchandising, quality, and operations planning to implement a direct store shipping process with all appropriate controls. Products in the lotions, creams, body wash, body splash and shower gel categories shipped from supplier to all BBW stores reducing 30 days of component and finished goods inventory while maintaining 98% in store stock levels. All business processes documented and provided to the suppliers impacted.
- **Agreements & Contracts** – worked with The Limited Legal Department and outside counsel to develop and implement domestic and international supply agreements. Negotiated the purchase of intellectual property rights for all formulas. Developed contracts for other companies providing products to BBW including food, as well as linens, towels, robes, plates and glasses.
- **Store Growth** – the number of stores increased from 400 to 1600 with sales over \$2B and COGS of \$600MM while lowering same store inventory levels with improved stock availability.
- **Strategic Alignment** – select, evaluate, and monitor progress of over 250 suppliers. Rationalized supply base and developed regional manufacturing strategy. Integrated all planning and purchasing functions and associated IT systems from Gryphon (part of The Limited companies) to BBW without interruption to the supply chain or impact on service levels.

UNILEVER HOME AND PERSONAL CARE (formerly Chesebrough-Pond's), Greenwich, CT

1978-1996

Director Manufacturing (1995-1996) / Plant Manager Jefferson City (1989-1995) / Plant Manager Chicago (1987-1989)

Advanced through increasing responsibilities in engineering, production, and manufacturing from single plant to multi plant executive responsibility.

Selected Contribution Highlights:

- **Profit Contribution** – optimized plant costs and product lines through strategic review of product contributions, costs, and overheads.
- **Materials Controls** – implemented Kanban approach to materials including some supplier managed inventory. Developed own technology (not commercially available at the time) for supplier monitoring of raw materials stored both inside and outside the plant. Total plant inventory reduced 65%.
- **Business Process Re-engineering** – through the use of work methods, display diagrams, standards boards, employee training and empowerment initiatives, reduced management and salaried staff by 30% while significantly improving quality, productivity and customer service levels.
- **Technology and Capital Expansion** – built addition to the Jefferson City Plant to move all dentifrice production (Aim, Pepsodent, and Close-Up) from Chicago. Plant was state of the art with batching computer controlled. Hired and retrained staff to support technical challenges. Production lines, with robotics, allowed for 1 person to run the entire filling and cartooning line.
- **Awards** – recognized by *Industry Week* Magazine in October 1992 as One of America's Ten Best Plants. Became the model plant for Unilever worldwide for design, training, and implementation of employee empowerment programs.
- **Leadership** – as Jefferson City Plant manager, reported to the President of Chesebrough-Pond's in the capacity as Total Quality executive. Implemented Total Quality across all Chesebrough-Pond's plants, and represented Chesebrough-Pond's on the Unilever worldwide Total Quality council. Trained operations executives worldwide on implementing Total Quality, Business Process Re-engineering, and Employee Empowerment.
- **Operating Strategy** – adopted most elements of the Toyota Production System and modified the Motorola six sigma program for individual operations on a production line. Focused mainly on upper and lower control limits while insuring the accuracy of product specifications.
- **Budget** - \$28MM operating and capital budget as Plant Manager, Jefferson City. \$70MM capital and operating budget as Director Manufacturing.

JOHNSON & JOHNSON, Chicago, IL Maintenance Supervisor	1976-1978
UNITED STATES ARMY Active Duty (1968-1976), US Army Reserves & National Guard (1977-1992), Retired LTC	1968-1992
LAKE REGION UNION HIGH SCHOOL Math Teacher, Basketball/Golf/Cross Country Coach	1967-1968

EDUCATION & CREDENTIALS

Masters in Business Administration (MBA)
UNIVERSITY OF NEW HAVEN- New Haven, CT

Master of Arts (MA), Adult Education
NORTH CAROLINA STATE UNIVERSITY, Raleigh, NC

Bachelor of Arts (BA), Education
NORWICH UNIVERSITY, Northfield, VT.

Community & Professional Involvement
Board Member, Jefferson City Chamber of Commerce
Chairman, Board of Education, Old Saybrook, CT
Adjunct Professor, William Woods College Executive MBA Program, Fulton, MO.
Adjunct Professor, Arkansas State University, Supply Chain Management, Jonesboro, Arkansas
Awarded Key to City, Jefferson City, Missouri

Certifications
Certified Business Analyst, Small Business Development Center