



Steve Heft

Interim Executive Consultant

BACKGROUND SUMMARY

Steve has over 30 years of experience executing improvements in operations, supply chain, procurement, quality, and safety. His background combines both consulting and industry roles across various industries, including food, trucking, shipping, CPG, and chemical/plastics distribution. The application of lean, the implementation of S&OP, quality, and the development of highly motivated/functional work teams have been the hallmarks of Steve's successful leadership results. He ran the global end-to-end supply chain/operations functions for private, public, and PE-backed enterprises ranging from \$25M to \$4B in revenue. Steve has also been responsible for implementing/improving effective forecasting, inbound and outbound logistics, strategic procurement, vendor relationships, procurement of inventory/inventory planning, warehousing, and distribution for all products and materials.

SELECT EXPERIENCE

President

Chief Operating Officer

Executive Vice President, Global Operations

Senior Vice President, Operations

Senior Vice President, Supply Chain & Operations

CORE COMPETENCIES

Third-Party Logistics (3PL)

Product Launch

Financial Metrics

International Logistics

Supply Chain Optimization

Employee Relations

Good Manufacturing Practice (GMP)

EXPERTISE & ACHIEVEMENTS

- **Completed four 3PL transitions** that enabled the sales strategy across 90 countries and reduced FOB by 3.5% cost
- **Launched an S&OP process**, improving fill rate by 15% and reducing inventory from >\$42M to \$35M
- **Instituted formal S&OP process** that led to a \$50M reduction in excess inventory while improving service levels that allowed the company to achieve record inventory turns of 10

PROFESSIONAL HIGHLIGHTS

Multinational Toy Manufacturer: As Executive Vice President of Global Operations and Supply Chain, Steve completed four 3PL transitions that enabled the sales strategy across 90 countries and reduced FOB by 3.5% cost. By implementing formal RFQs, online bidding, improved selection protocols, and launching an S&OP process, Steve improved fill rate by 15% and reduced inventory from more than \$42M to \$35M.

Chemicals and Plastics Company: As head of Global Supply Chain for this \$4B company, Steve instituted a formal S&OP process that led to a \$50M reduction in excess inventory while improving service levels that allowed the company to achieve record inventory turns of 10. He implemented a Lean/Process improvement program with Quality of Service (Customer Service and Procurement), improving the skill set of associates while providing an enhanced career path. The program also improved efficiencies and service, yielding \$3M in savings in the first 12 months and \$6M during the first 24 months, as well as combining three Director-level positions into a single role.