

PAMELA J. WISEMAN

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SUMMARY

A results-driven, innovative senior global operations executive with extensive experience shaping strategy in global supply chain and manufacturing operations, performance management, sourcing, P&L management, and employee engagement. Strong developer of talent and active mentor. Highly skilled at deploying technology, data-driven, and people-focused leadership strategies to improve and transform bottom line results in medical device, electronics, industrial, aerospace, and healthcare industries. Leverages cross-industry expertise / best practices and exceptional interpersonal, organizational, and leadership skills to develop supply chain partners and shape strategy in the Americas, China, Malaysia, Taiwan, Japan, and Europe. A customer-centric, entrepreneurial leader who improves working capital and gross margins via strategic change, cross-functional collaboration, and pursuit of operational excellence.

KEY ACCOMPLISHMENTS

- Led team to Ranking of #4 in Gartner Top 25 Healthcare Supply Chain Teams in 2020 (Top 25 2020-2022)
- 2021 Recognized as one of 100 Most Influential Women in Supply Chain.
- Defined and implemented digital strategies for spend and inventory management including Source-to-Settle-System, MDM, and Inventory management across \$10 billion health system and 40,000 employees. Enabled savings of ~\$200M over 4 years.
- Overhauled DC operation leadership team and operational/material planning methods including innovative SIOF.
- Introduced supply and demand planning providing robust PPE supply for 26 hospitals/500 clinics during COVID-19.
- Led automation and simplification of manual supply chain processes with 50% headcount reduction in procurement.
- Implemented talent management process, development, and succession planning across hospital supply operations team.
- Produced highest employee engagement score for team of 500 supply chain employees during period of significant change.
- Turned around/redefined supply planning in two med device plants in six months with service level improving 19%.
- Improved global fill rates for med device >10%. Redefined stock levels/reduced backorders by \$12 million in five months.
- Envisioned, defined, and implemented reverse logistics strategy and SIOF for startup med device reprocessing business.
- Integrated operations, supply chain, and new product development for two high tech acquisitions in less than 24 months.
- Successfully outsourced production and order-fulfillment for first time with US and Malaysian contract electronics partners.
- Selected, negotiated, and awarded custom fabricated items to supply chain partners in China, Europe, Mexico, and Asia.

EXPERIENCE

TOMPKINS VENTURES **Partner 2021-present**

Supply Chain Strategy Service Group. Selected as one of 5 out of 100 partners to provide subject matter expertise to clients in the areas of Supply Chain, Operations Advisory, Inventory/Supply-Demand Optimization, Process Improvement, Performance Management, Talent Management, and Strategic Organizational Design.

SUPPLY CHAIN ADVISORY SERVICES LLC **Principal: Independent Business, Supply Chain, and Operations Consultant 2021-Present**

Provides strategic direction, innovative business solutions and assessment of supply chain risk and strategic priorities. Serves as a business advisor helping client companies achieve superior outcomes and create long-term value through transformation. Active clients in **Healthcare Technology, Medical Distribution and Material Handling Equipment Manufacturing** with major projects in technology start-up, Executive Oversight ERP and Supplier collaboration, International/Asian Business Expansion

BAYLOR SCOTT AND WHITE HEALTH, Dallas, Texas

Vice President of Materials Management and Supply Chain Operations, 2017-2021

Recruited from manufacturing industry to transform "Top 15" healthcare system as executive leader of supply chain operations for \$10B Baylor Scott & White Health System. Provided strategic vision and leadership of master data/analytics, supply chain performance and project management, systems/technology, inventory/distribution center planning, strategic communications, and training. Maintained responsibility for supply chain hospital operations. Led reorganization of procurement and hospital ops, turnaround of self-distribution operation, and establishment of lean culture.

- Led team to three years of Gartner Top 25 healthcare supply chain ranking, as a result of major process transformation.
- Directed launch of Source-to-Settle strategic enterprise-level system, overseeing software selection, change management, design, implementation, supporting \$2 billion addressable spend, enabling \$200 million savings over four years.

- Implemented performance management process and strategic KPIs, driving improved end-to-end supply chain execution.
- Implemented strategic PMO function to accelerate and drive execution of supply chain transformation.
- Designed and implemented organizational strategy and structure of 27 hospitals and 500 clinic supply chain operations.
- Led implementation of Analytics/KPI dashboards, MDM, and multi-tier huddle to standardize best practices for 26 hospitals.
- Reduced redundant inventory by 80%/ 2100s SKU through elimination of facility stockroom buffer between PAR and DC.
- Charter member of Healthcare Industry Resilience Collaborative-(HIRC) Industry Organization working to strengthen collaboration between healthcare Suppliers and providers.
- Hired and led new leadership team for distribution operation. Reduced inventory levels while improving fill rate.
- Redefined roles for DC planning team. Initiated APICs certification, use of statistical methods, and S&OP-based ROP planning
- Led integration of supply chain for three acquired hospitals. Transitioned data, contracts, and systems in 45 days.
- Directed integration of non-acute network (387 clinics) into hospital supply chain. Leveraged spend reduced cost \$1M.
- Introduced and implemented lean management processes/culture and use of tools in materials organization with multiple lean events conducted with over 100 improvements completed. Enabled headcount reduction of 50%.
- Led data integrity to 40% and 60% in po and invoice accuracy. Implemented MDM to control master data for multiple systems.
- Led implementation of standard POU inventory management system in all hospitals with over \$5 million expense savings.
- Assumed Executive responsibility for management of PARs, hospital ops, and DC planning after nine months.
- Defined, developed, and launched statistical reorder point (ROP) methodology in hospital PARs across 27 hospitals.
- Designed role and hired strategic communications manager for supply chain transformation/change management.

GE TRANSPORTATION, Erie, Pennsylvania

GM Global Materials (VP Level), 2015-2017

Served as executive leader of materials management function for \$6 billion GE Transportation Division of GE Corp. Responsibility for strategy and tactics across enterprise with scope including management of \$950 million global multisite inventory and materials planning, purchasing, distribution and S&OP for commercial and refurbishment/service businesses. Recruited from outside GE to provide materials/supply chain expertise.

- Drove focus and implemented process to reduce/sustain 30% lower inventory levels in support of cash flow objectives.
- Led collaboration with strategic sourcing team to drive reduced lead times, product cost, and inventory.
- Improved material availability and NPI procurement during extreme down cycle with zero domestic orders for two years.
- Replaced spreadsheet planning with Oracle MRP in three Mexican major subassembly plants feeding TX/PA final assembly.
- Defined and executed plan to restructure global org and drove cost reduction at lowest point in dynamic business cycle.
- Drove culture of simplification, collaboration. Implemented APICs certification and talent development supporting retention.

MEDTRONIC PLC (FORMERLY COVIDIEN), Mansfield, Massachusetts

Senior Director Supply Chain Minimally Invasive Therapies and Vascular, 2014-2015

Served as functional leader of supply chain planning for MITG Global Business Unit. Held direct responsibility for plant and DC supply of 35k SKUs from 12 global plants exceeding \$5 billion revenue and \$1.5 billion cost of production. Served as senior leader responsible to drive implementation of materials management best practice and standards across 40 global plants. Maintained responsibility for optimization of \$1.5 billion global inventory and supply planning for new product launch.

- Established new NPI planning team and standardized NPI materials planning process across four business units.
- Conceived of, defined, and led implementation of standard work in materials management (SWIMM) across global med device plants through cross-functional teams (IS, materials planning, operations).
- Designed new organizational structure of MITG supply chain organization post-Medtronic acquisition.
- Turned around performance of Costa Rica plant. Redefined/stabilized material planning and management; hired new staff
- Hired new team in West Coast Vascular operation and redesigned demand planning process to recover service levels.

Director Supply Chain and Logistics, Sustainable Technologies (Start-up Reprocessing Business), 2013-2014

Served as member of senior leadership team for start-up reprocessing business responsible for building the business and design/implementation of all aspects of inbound and outbound supply for new business model based on reverse logistics. Launched in 70 US hospitals in first year. Greenfield plant operation established. Business sold to Cardinal in 2017, revenue of \$110M in 2022.

- Designed business processes and organization from clean sheet. Recruited team members to new organization.
- Led implementation of customer-facing (hospital) reverse logistics service and plant-based supply chain.
- Leveraged internal cross-company relationships and resources to innovate and execute within limited start-up budget.
- Defined/implemented innovative cross-functional S&OP process to drive reverse logistics-driven demand and supply.

Director Global Supply Chain Planning, Surgical Solutions Group, 2011-2013

Served as functional leader directing materials management for Surgical Solutions global business unit of Covidien Corporation. Optimized Supply Chain for \$350 million inventory and \$3.5 billion revenue. Focused on implementing world-class standard processes to improve service levels and inventory for distribution centers and ten medical plants located in US, Central America, EMEA, and Asia.

- Defined and implemented new organization structure focused on management of plant and distribution center supply chain.
- Defined new inventory policy and management process across ten plants and \$350 million to support 6% reduction goal.
- Defined SKU rationalization to drive cost reduction using four quadrant margin and supply chain cost of complexity scores.
- Implemented monthly S&OP supply/demand meetings for ten global plants to meet fill rate and inventory goals.
- Defined and implemented new KPI metric/reporting structure to drive focus and results across ten supplying plants.
- Reduced global backorders from \$15 million to \$4 million in nine months through new safety stock process, new approaches to master scheduling, and realigning lead time/system settings with fill rate improvement by 10% to 97% globally.
- Reduced aging WIP in plants from \$12 million to \$4 million in six months through focused metrics and process change.
- Reduced inventory by \$50 million from \$395 million exceeding target by \$20 million through implementation of inventory policy, management metrics, and leadership/creation of interplant materials management process improvement team.

ADDITIONAL EXPERIENCE

GERBER SCIENTIFIC INCORPORATED, South Windsor, Connecticut, **Director of Supply Chain, Director Inventory and Aftermarket**, 2009-2011. Reorganized purchasing/sourcing teams to drive consolidation. Restructured centralized operations into three business unit to divest. Oversaw S&OP and planning driving 22% reduction in nine months. Implemented world-class statistical demand forecasting process driving reduced stocking inventory in 3PL by 40%, improving fill rate by 5%, and reducing past due sales order backlog by 60%, lowest levels in two years. Implemented \$600,000 global freight savings in eight months.

UNITED TECHNOLOGIES CORPORATION, PRATT AND WHITNEY, East Hartford, Connecticut, **Executive Director Global Supply Chain Raw Materials Procurement**, 2008-2009. Reorganized procurement structure to align tactical and strategic goals. Executed financial hedge strategy for first time in raw materials commodity. Implemented "One-company" metals sourcing strategies by aligning U.S. and Pratt Canada spend. Negotiated major agreements, saving \$45 million achieving target cost.

LECROY CORPORATION, Chestnut Ridge, New York, **Vice President Worldwide Operations, Vice President of Quality**, 2001-2008. Executive of the Public Company in high tech electronics. Defined new manufacturing/supply chain operations strategy including company's first production outsourced to Malaysian and US contract manufacturers; 50% of total volumes. Implemented innovative order fulfillment with Asian contract manufacturer virtually eliminating inventory. Worked directly with Chinese and Japanese partners to reduce costs 20%, implementing Asian sources. Executed new supply chain strategy for key commodities (PCBA, Metalwork, Cables) with 9% GM benefit. Implemented turnkey sourcing of PCBA, reducing cycle time 50%, product cost 10% and WIP 52%. Implemented pull systems and VMI, reduced raw material 34%. Lead due diligence and integrated operations of two Silicon Valley acquisitions.

UNIVERSAL INSTRUMENTS CORPORATION, Binghamton, New York, **Director Americas Field Service Operations**, 1999-2001. Senior manager in Americas sales organization with corporate responsibility for Europe and Asia. Held P&L responsibility for \$15 million field service business, over 200 employees, eight regional sales/service offices North and South America. **Director of Manufacturing Operations, 1996-1999** Responsible for cost, schedule, and quality performance of \$150 million manufacturing operation.

UNITED TECHNOLOGIES CORPORATION, SIKORSKY AIRCRAFT, Stratford, Connecticut, **Planning and Control Operations Manager, Strategic Sourcing Manager**, 1991-1996. First woman hired into UTC/Sikorsky Leadership Development Program.

AT&T BELL LABORATORIES, Whippany, NJ; THE MITRE CORPORATION, Bedford, MA **Member Technical Staff (MTS)** 1986-1989.

CONSULTING EXPERIENCE

Supply Chain Advisory Services, TOMPKINS VENTURES-Business Consulting 2021- present. Technology Forecasters 2008-2010

EDUCATION

- UNIVERSITY OF CHICAGO, Chicago, Illinois | **M.B.A., Business Policy/Operations Dean's List**
- UNIVERSITY OF RHODE ISLAND, Kingstown, Rhode Island | **M.S., Electrical Engineering**
- BROWN UNIVERSITY, Providence, Rhode Island | **B.S., Geology-Physics/Mathematics Sigma-Xi Honor Society**
 - APICS CPIM Recertified 2005/2010/2015/ 2020

ADVISORY BOARD and AFFILIATIONS

Baylor University-Women in Business and UT Dallas MBA Formal Student Mentor 2022,2023
Recognized as Volunteer of the Year North Texas ASCM 2023
University of Texas Dallas Supply Chain Curriculum Advisory Board, 2019-present UTD Gartner #4 2022
VP Operations, North Texas ASCM Board (formerly APICS), 2022, 2023
Private Directors Association (PDA), 2022, 2023
Member National Association of Corporate Directors (NACD), 2022, 2023
Member The Institute for Excellence in Corporate Governance (IECG), 2022-present
Invited Industry Expert Guest Speaker in Hover Tech Q1 Board Meeting 2022
Healthcare Industry Resilience Collaboration (HIRC) – Founding Board Member 2020, 2021, 2022, 2023
Baylor University Supply Chain Curriculum Advisory Board, 2020-present
Northeast Texas Girl Scouts STEM Advisory Board, 2020- present
Girl Scouts of Connecticut and International Women's Forum CT (IWF-CT), Board of Directors, 2015-2016
Association for Supply Chain Management ASCM (formerly APICS), Member since 2005

PROFESSIONAL DEVELOPMENT

Presidio Graduate School Coursework- MBA-675 Sustainability Consulting May 2023
Business Case Development- Baylor University School of Management 2022
Wharton Certificate in Business Analytics, 2021
MIT Sloan School, Executive Education Seminar Supply Chain Strategy and Management, 2014
Covidien Discovery Leadership Development Program (Selected as one of 25 women globally), 2013

AWARDS

ASCM Volunteer of the Year 2023
Gartner Top 25 Healthcare Supply Chain Team, Ranked 16th in 2020, 4th in 2021,10th in 2022 2020-2022
100 Most Influential Women in Supply Chain, B2G Consulting Global Women SC Leaders, 2021
Gartner Power of Profession Supply Chain Award Semifinalist, People Breakthrough of Year, 2021
CPO Rising Finalist for Best Team Performance, 2020
Semifinalist for Two Categories for Gartner Power of Profession, 2020
NAM STEP Award, U.S. Women in Manufacturing Honoree, STEP (Science, Technology, Engineering Production), 2015
Winner of Supplier of Year Award for Innovation, Covidien Reverse Logistics for Reprocessing, 2014
La Crème de LeCroy Award, LeCroy Corporation, 2006

SPEAKING ENGAGEMENTS

Student Supply Chain Case Competition Judge UT Dallas November 2022
BWG Strategy Supply Chain Panel - Invited Speaker August 2022
Guest Lecturer in Supply Chain Management Baylor University and UT Dallas Naveen Jindal School, 2019-2022
ASCM Women in Supply Chain Panel Discussion – NTX ASCM Chapter - 2022
UTD-Jindal School of Management invited panelist 10th Annual SCM Directors' Conference 2022
Keynote Speaker American Supply Chain Summit, 2021
IEEE Panel Discussion Industry 4.0 and Lean Operations, 2021
Guest Speaker, NTX and Austin APICs Chapter PDM Sessions, 2019-2021
Invited Podcast presenter for Gartner: "Dispatches from the Front": Covid response in healthcare, 2020
Speaker at Gartner Women's Breakfast, 2019
Invited Speaker at North Texas AHRMM, Transformation in Healthcare Supply Chain, 2018-2021
Facilitator/Speaker at Gartner Peer Forum Session, Ft. Lauderdale Florida/Phoenix, 2018, 2019
Medtronic Women in Supply Chain Forum, Speaker, 2015
Invited Speaker at Women in Strategy Summit Conference, New York City, 2015
Invited Speaker/Panelist at Women in Manufacturing Conference, Minneapolis, Minnesota, 2015
Speaker and Discussion Panelist at Chief Supply Chain Officer, Inventory Optimization Conference, Chicago, 2014
Guest Lecturer, Cornell University and Yale School of Management, MBA Operations Programs, 2007-2015