

## WILLIAM MARCY

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### GLOBAL SUPPLY CHAIN LEADER

Strong business and financial acumen to understand, communicate, and develop complex, integrated, supply chain and business solutions.

Dynamic results driven global Supply Chain Leader with 20 years of comprehensive achievements developing and implementing supply chain strategies that delivered bottom line results focused on total customer satisfaction, speed, cost, cash and risk. Recognized as a team leader, innovator and problem solver that drives change across all functional disciplines and all facets of the business. Lean leader and trained Lean Champion with extensive knowledge of a Lean Enterprise model that starts with understanding customer value, and focuses on Lean design, supply planning and operations execution. Strong manufacturing and operations knowledge with demonstrated success implementing Lean principles which focused on the supply chain, operations, distribution and logistics networks.

Strategic Sourcing | Procurement | Lean Enterprise | Business Planning  
Materials & Inventory Management | Distribution & Logistics

### PROFESSIONAL EXPERIENCE

#### **EMERSON, Commercial & Residential Solutions**

**1996 - 2017**

##### **ClosetMaid Division, Ocala, Florida**

ClosetMaid is the global leader of home storage products and storage solutions. Serves big-box home centers, mass merchants and new home construction channels, and eCommerce direct to consumer fulfillment.

##### ***Vice President of Supply Chain Management* (2011-2017)**

Directed the vision, strategy and leadership for a global supply chain organization that encompassed Sourcing, Procurement, Materials and Inventory and Logistics.

- Customer focused supply chain that consistently met customer service level expectations of +98%.
- Managed budgets of \$235M, a global team of 70 direct & indirect reports, and 200 hourly associates.
- Implemented a supplier regionalization strategy that measured the percent of supply within "One Day Delivery". Improved "One Day Delivery" metric from 60% to 84%.
- Instituted a Supplier Scorecard that measured on-time delivery (OTD), lead-time and quality; OTD improved from 84% to 96% along with improvements in lead-time and quality.
- Steering Committee member for the New Product Development (NPD) process and the Project Management Office (PMO); reviewed NPD process gaps and prioritized improvement projects.
- Improved ITO by 27% from 2011 to 2013 driven by expanding pull systems, delivery frequency improvements, MOQ reductions, regionalization / lead-time reductions and supplier Lean kaizens.
- Implemented a supplier complexity reduction initiative and reduced supplier count by 41%. Leveraged volume and consolidated spend with Preferred Suppliers.
- Improved Days Payable Outstanding (DPO) by 29 days (57%), from 51 to 80 days. Driven by negotiating and extending supplier payment terms for direct and indirect materials.
- Implemented a Container Consolidation program in China that saved \$0.66M.

##### ***Vice President of Global Procurement* (2006-2011)**

Developed and implemented sourcing strategies for a global Procurement organization; USA, Canada, Mexico, Philippines and China. Purchase scope included direct and indirect materials, MRO, capital and services for 10 global manufacturing and distribution locations.

- Restructured the Procurement organization from a de-centralized to a centralized structure which drove savings of \$1.9M in the first 15 months.

***Vice President of Global Procurement*** (Continued)

- Developed Best Cost Country (BCC) sourcing strategies and a supplier development program which improved BCC sourcing penetration from 9% to 48%.
- Utilized Ariba eSourcing software to bid more than \$225M which saved \$37M (16%). Tensioned direct and indirect materials, MRO, capital and services.
- Implemented a Supplier Lean program that focused on lead-time reduction, quality / first pass yield, factory flow and 5S / safety. Delivered average savings of \$0.3M per year.

***Director of Global Procurement*** (2005-2006)

ClosetMaid acquired Doable Products in Feb 2005. Trained the Doable purchasing staff on the Emerson / ClosetMaid Procurement policies and procedures; established goals, reviewed key metrics, planning and reporting expectations. Managed four independent procurement teams operating in a decentralized structure.

- Captured over \$0.45M in synergy savings and drove significant DPO improvement within four months.
- Outsourced the hardware kitting operations for the Doable Products Chino, CA facility which saved \$1.3M and improved payment terms by 50 days.
- Created a dedicated New Product Development (NPD) position to drive “design for sourcing” principles and deployed Phase-Gate management processes which improved launch timeliness, overall speed, quality and streamlined cross-functional communications.

***Materials Manager*** (2000-2005)

Wire Products Business; developed and implemented strategies for the Purchasing, Production & Inventory, Ocean Freight Logistics and Receiving functions for North American operations.

- Launched ClosetMaid’s Lean initiative which focused on the supply chain and internal manufacturing. Developed training for the executive team, middle managers, support staff and hourly associates.
- Led cross-functional kaizen events that focused on 5S, pull systems, visual factory, cell design and work flow. Average impact was \$0.25M cost reduction, 30% inventory reduction, improved floor space utilization by 40%, scrap reductions and productivity gains.
- Implemented Ultriva a supplier eKanban pull system, 68% of purchased parts were managed in the system. Led a cross-functional team that included Procurement, Planning, IT and Ultriva. The material planning process was greatly simplified and the typical inventory reduction was +20%.
- Improved total company ITO by 29.4%, from 8.46 to 10.95 turns. Driven by Lean initiatives, pull systems - internal and supplier, level loading our China facility and lead-time reductions.

**EDUCATION**

Master of Business Administration (MBA), Operations Management, Tepper School of Business  
Carnegie Mellon University, Pittsburgh, Pennsylvania

Bachelors of Science (BS), Mechanical Engineering, Kate Gleason College of Engineering  
Rochester Institute of Technology, Rochester, New York

**PROFESSIONAL TRAINING & DEVELOPMENT**

Emerson Leadership Program ▪ Lean Champions Program ▪ Strategy Deployment  
Sales & Operational Planning I & II ▪ Lean Enterprise & Lean Office  
Psychological Associates: Leadership through People Skills