

Dennis R. Livings

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SUMMARY

- A Strategic Sourcing, Procurement and Supply Chain Management professional with demonstrated global experience in supply chain management, supplier selection, development & management, contract development, negotiation, & administration, Procurement, Supplier Total Quality Management and Enterprise Resource Planning implementation within a variety of companies.
 - A proactive change agent who develops policies, procedures & processes and strategies to maximize global strategic sourcing, procurement & supply chain management operations efficiencies, top line growth and bottom-line profitability.
 - Adept in change management, building strategic sourcing, procurement and supply chain management professional teams, bridging cultural barriers, influencing company cultures, establishing relationships with suppliers and negotiating benchmark, best-in-class, win-win global purchase agreements.
 - Proven ability to hire, educate, train and mentor strategic sourcing, procurement, supply chain management, and cross-functional teams and team members leading to streamlining sourcing processes, raising staff professional levels and enabling the identification, creation and capture of significant and verifiable cost savings.
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EXPERIENCE

PROPINAR LLC, a *Global Strategic Sourcing, Procurement and Supply Chain Mgmt Consulting co.*

MANAGING DIRECTOR, Tucson, AZ, area

Present

- Founder, business manager and Principal Consultant for an established global strategic sourcing, procurement, master scheduling, inventory control, supply chain management and supplier quality management consulting firm targeting rapidly growing, startup, turn-around, pre-IPO, privately held and other SME companies in industrial manufacturing, 3PL and wholesale distribution with annual revenue between \$50 million and \$500 million.

CAPSTONE TURBINE CORPORATION, a *\$25 million turnaround MicroTurbine System mfg. co.*

DIRECTOR, SUPPLY CHAIN MANAGEMENT, Chatsworth, CA

2005

- Responsible for strategic sourcing, procurement, production planning and control for a turn-around company reporting to the Sr. VP of Operations.
- Hired and trained a professional supply chain management team of sixteen members.
- Established Supply Chain Management Sarbanes-Oxley and ISO 9001:2000 policies and procedures.
- Re-implemented SAP R/3 Enterprise Resource Planning Materials Management application and established a strategy to implement mySAP Supplier Relationship Management and Supply Chain Management business suites.
- Initiated supplier rationalization action to reduce supply base from over 150 suppliers to 30 or less suppliers for direct materials and services
- Developed, drafted, reviewed, obtained Leadership Team approval and began implementing Long Term Purchase Agreements to leverage the direct material spend, to establish strategic alliances in principles and to reduce Direct Material Cost (DMC).
- Sourced high tolerance air bearing, castings, turnings and other machined components, sub-assemblies and assemblies for the gas and liquid fuel turbine engines. 60KW and 30KW Capstone MicroTurbine engines rotated at 96,000 RPM and contained proprietary and patented air bearing technology and heat recuperation system components manufactured from high temperature engineered materials.
- Sourced Power electronic components for the power switching electronic systems in the microturbines system.

AMGEN, INC., an *\$8+ billion high-growth biotechnology co.*

2003 – 2004

SR. CATEGORY MANAGER, Thousand Oaks, CA

- Responsible for strategic sourcing analytical, measurement, instrumentation and processing capital equipment for research, development, and quality for all location throughout the United States and Puerto Rico.

- Implemented Strategic Sourcing, Category and Supplier Management, Total Cost of Ownership, Contract and Fact Based Negotiation processes and initiatives to enable achieving substantial year-over-year cost savings.
- Lead negotiator that negotiated contracts with major high-end analytical capital equipment and for multi-million dollar robotics & automation technology acquisitions.
- Member of a Strategic Sourcing & Procurement team that developed Supplier Management policies, procedures and processes, and will train, pilot and implement Supplier Management company-wide.
- Lead strategic sourcing professional that sourced analytical laboratory equipment service that is over \$10 million annual spend with the objective of improving equipment service and lowering total cost of ownership by 25% or more using eSourcing RFI/RFP tools and cross-functional and cross-site process.

FAMILY LEAVE, *reason - family obligation.* 2002

DYNO NOBEL ASA, a *\$0.8 billion pre-IPO global (Norwegian) commercial explosives co.* 2001
VP, GLOBAL STRATEGIC SOURCING, Salt Lake City, UT

- Company-wide P&L responsibility for purchasing, procurement and supply management involving 33 countries in Europe, South Africa, Asia-Pacific and North/South America.
- Established a new global sourcing and supply management organization, policies, procedures, strategic sourcing (commodity management) processes, project management and cross-functional team formation and management.
- Managed \$0.4 billion procurement spend, 500+ direct and indirect goods and services suppliers and 17 international procurement professionals.
- Global process owner - logistics (purchasing, inventory and inbound logistics) for a global SAP ERP implementation.
- \$8.5 - \$14 million projected yearly savings by developing and implementing strategies to leverage global spend.

UNISYS CORPORATION, *\$7 billion global IS/IT Hardware, Software & Services co.* 1996 – 2000
DIRECTOR, CONTRACTS & COMMODITY MANAGEMENT, Blue Bell, PA

- P&L responsibility for procurement and supply management throughout 55 countries in Europe, South Africa, Asia and North/South America.
- Managed \$1.5 billion procurement spends from 500+ software, hardware and service suppliers.
- Hired, managed, educated, trained, and mentored 25 international procurement professionals.
- Worked closely with the Unisys Office of General Counsel, created, negotiated, and administered software, hardware and services contracts.
- Identified, documented, captured and reported over \$80 million annual savings.

DIRECTOR, PROCUREMENT, Blue Bell, PA

- Global Procurement leader within a corporate team that implemented Oracle v11 ERP company-wide, i.e. North/South America, Europe, Middle East, Africa, and Asia-Pacific regions.
- Streamlined global procurement & purchasing operations by developing and implementing integrated business processes, policies, procedures and systems.
- Key leader in initiative to develop B2B and e-Procurement strategies.
- \$45 million savings projected after rollout of e-Procurement plan that facilitated online requisitioning, purchasing, and receipt of indirect goods and services ordering for 36,000 global staff members.

DIRECTOR, PRODUCTION COMMODITY OPERATIONS, San Diego, CA

- Sustained \$1 billion annual revenue stream by rebuilding supply chain, restructuring manufacturing purchasing team and Global Procurement team.
- Implemented commodity management, project management and cross-functional team management processes.
- Managed 15-25 procurement professionals, \$200 million production material spend and 75 suppliers for 3 mainframe, enterprise server and document processing manufacturing facilities.
- Optimized productivity by educating, training, and mentoring purchasing/procurement staff, identifying and adopting best practices, creating coalition and consensus business environment and managing critical suppliers.
- Improved on-time delivery from ~65% to >95%, delivered quality from <85% to >95%, and customer satisfaction by 18% by implementing improved supplier delivery forecasting process, resourcing critical assemblies, implementing supplier quality initiatives, improved supplier electronic assembly testing methodologies.

XEROX CORPORATION, \$17 billion Fortune 100 "The Document Company"

1976 – 1996

ASSOCIATE MANAGER, COMMODITY MANAGEMENT, El Segundo, CA, and Rochester, NY

- Managed 5 direct reports and 65 international suppliers, with \$140 million procurement spend.
- Member of cross-functional team (R&D, Eng., QA) that delivered enabling technology for digital copiers/printers.
- Created, negotiated and administered a multi-national contract with a high-technology European company.
- Implemented Total Quality Management, Statistical Process Control, FMEA, Cycle Time Management, and Activity Based Costing across a wide variety of suppliers, resulting in higher delivery quality, shorter lead-times, increased customer support, and lower year-over-year cost from certified suppliers.
- Created materials and delivered training to procurement professionals that resulted in certifying 18 staff as Certified Purchasing Managers to support ISO 9002 re-certification process.

MANAGER, FINANCIAL PLANNING AND ANALYSIS, El Segundo, CA

- Developed and implemented system and process to identify, capture, analyze, evaluate, validate and report cost saving productivity for \$1.2 billion in annual production material expenditures.

OPERATIONS CONTROLLER, Monrovia, CA

- Controller for a \$50 million startup laser/optics/output scanner assembly manufacturing and eng. operation.
- Directed P&L reporting, accounting, finance and systems support for manufacturing and engineering operation.

MANAGER, INFORMATION SYSTEMS SUPPORT, Anaheim, CA and El Segundo, CA

- Led MIS support for the Printing System Div. finance group (A/P, A/R, General Ledger, Payroll and Fixed Assets).
- Created and led implementation of computer operations and data center strategies for \$300 million division.
- Saved \$1.1 million by deploying system strategy to consolidate multiple computer operations and data centers.
- Team member for implementing integrated information systems company-wide for a multimillion-dollar acquisition.

MANAGER, FINANCIAL PLANNING AND ANALYSIS, Pasadena, CA

- Re-engineered systems and processes for \$45 million manufacturing operation.
- Implemented and supported an integrated Manufacturing Resource Planning system in manufacturing.
- Eliminated \$300K annual inventory write-off via improved inventory policies, procedures, operational processes and information systems.

OTHER INFORMATION

EDUCATION

Masters of Business Administration (MBA), Finance, University of Southern California
Bachelors in Science (BS), Finance, California State Polytechnic University

PROFESSIONAL AFFILIATION AND CERTIFICATION

Member, Institute for Supply Management (ISM)

OTHER INFORMATION

Open to opportunities, assignments and projects taking place domestically or internationally
Open to extensive domestic and international travel