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Biography of Lyle D. Perrigo *Supply Chain Management Consultant*

Lyle Perrigo has focused his consulting practice on helping middle-market companies improve their supply chain, manufacturing, and information technology effectiveness. His past clients include BMK L.P., Hub Distributing, Anchor Blue Retail Group, Calera Capital, Water-Tite Products, Weld-On, SciGrip, and Dunn Edwards Paints. For these clients, Mr. Perrigo has developed strategic plans for supply chain, manufacturing, and information technology organizations, created analyses of diverse supply chain initiatives, led projects implementing recommended improvements, trained employees on six sigma, lean logistics, and lean manufacturing methods, and filled vacant senior management positions at clients to enable them to operate effectively while searching for talent.

Mr. Perrigo's expertise includes the physical and systems processes associated with supply chain and manufacturing operations, which enables him to focus on operational improvements and technology improvements concurrently. With 15 years of leadership experience in supply chain management, logistics and warehouse management, and information technology prior to becoming a consultant, Mr. Perrigo understands the practical challenges that confront management teams in their efforts to continually improve the efficiency and effectiveness of their supply chain and logistics operations. He is fluent in English and Italian, and is proficient in Spanish as it relates to warehouse and manufacturing operations.

CONSULTING EXPERIENCE

Dunn Edwards Paints: Phoenix Facility www.dunnedwards.com

Process and Systems Analysis Project

- Evaluated and recommended changes to distribution processes to maximize efficiency in the context of SAP ECC 6.0 warehouse management system capabilities and best practices.
- Led process improvement team with IT, procurement, inventory management, and warehouse management groups to improve the control and flow of purchased finished goods within Dunn Edwards warehouses and stores.
- Evaluated and recommended improvements to plant planning and scheduling methods to reduce downtime in paint making and filling. Created new spreadsheet models for evaluating where to make each SKU and evaluate resources against demand.
- Evaluated and categorized downtime on filling lines and recommended process improvements for reducing changeover times. Measured activities, created operator balance charts for changeovers, and created checklists to help operators remember all steps.
- Performed root cause analysis on machine failures with plant engineers and operators and added TPM steps to changeover procedures to minimize equipment failures during runs.
- Recommended changes to system processes for releasing filling orders to help overcome competition for manifold resources and ensure a steady flow of work based on pull methods.

IPS Corporation: Corporate Headquarters www.ipscorp.com

Acquisition Integration Project Leadership

Led the integration of a small but complex importer and assembler of plumbing kits into a division of IPS. Served as General Manager for the nine-month integration period, managing all aspects of day-to-day operations. Documented operations and supply chain processes, created new controls to improve inventory accuracy, and implemented systems functionality to increase inventory visibility.

- Led a group of middle and senior managers through the process of envisioning the fully-integrated operation in its desired future state and creating the project plan to support that vision.
- Designed new work organization, tools, and workstations to improve efficiency
- Integrated IPS managers from key functions into the operations and transition planning for their respective parts of the business in order to maximize their time in understanding the new product lines and customer requirements before the final transition.
- Changed the plan and intermediate goals in response to a change in senior management, but still met all major milestones and closed down the original facility by the target date.

SciGrip Adhesives: Corporate Headquarters www.scigrip.com

Acquisition Analysis Project

- Accompanied key senior leaders to England to perform due diligence on a potential acquisition
- Evaluated the Enterprise IT systems for suitability to meet US reporting and operating requirements. Evaluated IT infrastructure for cost and flexibility and created a cost model for need capital and ongoing operating expenses.

IPS Corporation: Corporate Headquarters

Senior Management Temporary Replacement

Helped to justify the creation of a Supply Chain Vice President position separate from the manufacturing role at this mid-market manufacturer of adhesives and plumbing parts. Created the Supply Chain department, assumed responsibility for Inventory Planning, Domestic and International Customer Service, and Strategic Procurement, and hired or transferred staff into new roles. After 9 months, assumed leadership of the IT group and created its first strategic plan. Turned over the fully-functioning department to a new Vice President after 11 months.

- Implemented strategic sourcing efforts that saved \$3.9 Million
- Designed and implemented new planning and inventory management methods that raised fill rate to customers from 84% to 92% in one year.
- Expanded EDI with customers and implemented EDI and VMI with vendors to streamline logistics and reduce costs
- Justified and began a 3-year overhaul of company sales, supply chain, and reporting systems
- Designed and implemented the first top-down/bottoms-up budgeting process for manufactured goods and raw materials.
- Split the strategic sourcing function out of the tactical replenishment group and hired globally-experienced sourcing experts.
- Crafted the IT group's first strategic plan and infrastructure roadmap

Weld-On Corporation Manufacturing Facility

Manufacturing Process Improvement Project

- Analyzed OEE and FMEA for the filling portion of the manufacturing operation.
- Led teams to perform root cause analysis of the reasons for variability in the availability of each of the key steps in the filling and packaging process, and recommended courses of action.
- Developed changeover reduction targets for all lines based on operator and management input.
- Changed the layout of several lines to minimize changeover time and maximize throughput
- Created operator balance charts for medium-speed lines to allow for 3-operator and 4-operator configurations depending on demand.

Weld-On Corporation Manufacturing Facility

Manufacturing Cost Analysis Project

- Created analyses to support the reasons for large labor and overhead variances in mixing and filling operations.
- Performed time studies, categorized types of activities, and created a reduced set of routers for the mixing and filling lines that produced accurate labor costs and overhead allocations.
- Worked with the JD Edwards team in IT to create an implementation plan

Dunn Edwards Paints Corporate Headquarters www.dunnedwards.com

Strategy Development and Analysis Project

- Led a cross-functional team to develop a new manufacturing strategy for this paint manufacturer and retailer.
- Researched cost improvement options, evaluated potential new facility locations for freight, labor, and real estate costs, and created spreadsheet models to support the decision process

IPS Corporation: Western US Distribution Center www.ipscorp.com

Facility Redesign Project

- Collected and analyzed demand data and dimensional information for the plumbing products (non-hazardous) inventory. Projected space requirements and bin sizes for all existing products. Forecasted space needs for additional products based on SKU growth history.
- Designed a rack layout for the existing facility using existing material handling equipment that added 42% more bin space, giving the company 3 more years of use of the facility at existing growth rates.
- Created the cost justification and presented it to Operations management.

IPS Corporation: Eastern US Distribution Center www.ipscorp.com

H-Room Facility Design Project

- Analyzed data and created a justification for the building of a storage room for solvent cements and adhesives based on freight and distributor markup savings.
- Created the racking layout to work with International Fire Code standards, physical product characteristics, and movement velocity.
- Implemented the locator system, transferred the inventory from an off-site storage facility, and worked with the IT team to transition the picking functions to the operators in the new facility.

Weld-On Corporation: Corporate Headquarters

Strategic Location Analysis Project

- Created models to evaluate the costs and benefits of moving the primary manufacturing location to other U.S. locations. Researched freight, labor and overhead, utilities, and real estate costs for potential locations based on actual customer shipments.
- Updated the analysis to include locations in Mexico after the initial analysis did not produce a high enough return on capital costs. Researched the key cost drivers in four Mexican cities using publicly-available resources and personal contacts. Presented the analysis to senior management.

Water-Tite Corporation: Corporate Headquarters

Facility Design and Implementation Project

- Collected and analyzed corporate product data from company systems and created the necessary information for the layout of a new Distribution Center.
- Evaluated various designs based on warehouse system capabilities, recommended a layout, and built a project budget. Secured senior management approval.
- Designed all process flows, specified the locator system, and specified the IT requirements.
- Managed the quoting process for all aspects of the warehouse implementation.
- Managed all contractors for the warehouse (non-office) implementation of the plan.
- Implemented the locator system on the racks and in the JD Edwards system
- Managed the transition of the inventory and personnel functions

SciGrip Adhesives: Corporate Headquarters www.scigrip.com

Inventory Process Analysis Project

- Reviewed inventory processes, analyzed data related to adjustments, receipts and shipments, and Bills of Material to uncover reasons for inventory inaccuracies.
- Identified errors in system use that were creating inaccuracies. Recommended changes to system and physical processes to error-proof raw material transactions.

Calera Capital: San Francisco Office www.caleracapital.com

Acquisition Analysis Project

- Participated in face-to-face meetings with the management team from a potential acquisition as part of a team of specialists supporting this Private Equity firm.
- Created supply chain and logistics models to evaluate different scenarios for capital investment, facility consolidation, and product line reductions.

IPS Corporation: Corporate Headquarters www.ipscorp.com

Strategic Location Analysis Project

- Researched the financial and legal ramifications of opening manufacturing facilities in India and various Middle-Eastern countries, including labor laws and wage structures, import and export restrictions, tariffs and duties, capital repatriation limitations, raw material availability and cost, real estate laws, availability, and costs, capital equipment cost and availability, and intellectual property protection.
- Created a business and financial spreadsheet model to support “what-if” analysis of the key project variables. Created all scenario parameters based on my knowledge of their products and practices, including supply chain, logistics, and manufacturing variables, overhead structure and costs, and various potential customer pricing structures.

Water Tite Products: Manufacturing Plant

Process Improvement and Employee Coaching Project

- Led a team of operators, leads, and supervisors in improving inventory control within the plant of this manufacturer of stamped metal, injection molded, spun metal, and vacuum-formed parts.
- Taught the team Lean Six Sigma tools for identifying failure modes, finding root causes, and creating process stability through standard work.

Anchor Blue Retail Group: Corporate Headquarters www.anchorblue.com

Process Redesign Project

- Performed a detailed analysis of the New Product Introduction process for an integrated apparel retailer and recommended organizational and process changes to reduce process time by 10% and reduce rework and inefficiency across this multi-functional team.

Hub Distributing, Inc. Primary Distribution Center

Process Analysis and Distribution System Analysis

- Evaluated and made recommendations for improvement of the flow of material and information in the primary distribution center serving 244 stores.
- Recommended system improvements to support the improved processes and worked with the IT development staff to design and roll out these changes.

EDUCATION

MBA Haas School of Business, University of California, Berkeley
 Master of Science, Engineering - Economic Systems, Stanford University
 Bachelor of Science, Industrial Engineering, Stanford University

SYSTEMS FAMILIARITY

- SAP, ORACLE 11i, ORACLE Retail, Lawson Financials, JD Edwards 7.3, Great Plains 8