

ROBERT S. MURRAY

SUMMARY: 25 year track record of developing and successfully implementing strategic change. Particular strength in quickly identifying key leverage points and developing cross-functional strategies/tactics that drive growth and boost profitability. Proven ability to deliver financial and organizational results.

ACCOMPLISHMENTS:

Acquisition

Integration

Drove the acquisition integration and operational improvement of 22 formerly independent Carrier distributors with sales of \$1.5B. Established single operating structure, common systems and standardized policies and procedures which resulted in dramatically improved customer service.

Logistics

Management

Developed and implemented a program at Carrier to transition from common carriers to a 120 vehicle dedicated 3PL fleet, including Web based vehicle tracking capability, bar code scanning at point of delivery and electronic capture of proof of delivery.

Cross

Functional

Integration

Led cross-functional team, which revamped the supply chain at GE Appliances leading to dramatically improved inventory turnover and product availability. Drove change by transplanting best practices, quantifying opportunities, soliciting cross-functional buy-in and careful management of project execution

Turnaround

Management

Re-established the leadership position of the Polaroid Identification Systems business by upgrading staff, accelerating transition to digital systems, improving program management, acquiring leading domestic competitor and launching \$15M of ancillary products.

Global

Management

Grew global sourcing by 400% (\$300M) at GE Appliances by establishing on the ground teams in both Europe and Asia and requiring the qualification of at least one global supplier for every commodity.

Financial

Results

Led Hamilton Sundstrand supply chain to first ever year of material deflation on \$2B buy, saving \$100M annually. Improved repair productivity and turnaround time-- growing operating profit by \$40M. At GE Appliances, led cross functional team which reduced cycle time by 85%, reducing inventory by \$400M+.

EXPERIENCE:

2014-present

NORTHEASTERN UNIVERSITY

Boston, MA

Executive Professor, Supply Chain Management

Undergraduate and MBA level courses, including Intro to Supply Chain, Sourcing and Procurement, Global Supply Chain and Logistics.

- Selected by students as Best Teacher Finalist in both 2017 and 2018

2014-2017

TUFTS UNIVERSITY

Medford, MA

Adjunct Professor, Gordon Institute

Graduate level Business Strategy. Topics covered include foundations of strategy, assessment of corporate capabilities, creation of sustainable competitive advantage, commercialization of new technology, global corporate strategy and designing a winning strategy for a particular business.

2014

BOSTON UNIVERSITY

Boston, MA

Adjunct Professor, School of Management

Undergraduate level Operations Strategy. Topics covered include operations fundamentals, capacity strategy, organizational structure, network design, information technology tools, new process development, project management and investment planning

2012-2014

RAYTHEON

Waltham, MA

Vice President, Corporate Supply Chain

Leading strategy development and transformation of multiple business unit function in response to DoD budget reductions. Enterprise wide spend in excess of \$13 billion:

- Drove centralized commodity sourcing and procurement
- Established standardized processes for forecasting, EX/IM compliance and supplier assessments
- Doubled % of spend under LTA to 80%

2006-2012

HAMILTON SUNDSTRAND (*subsidiary of United Technologies*)

Windsor Locks, CT

Vice President, Global Supply Chain

Led worldwide procurement, planning and logistics with spend in excess of \$2 billion.:

- Increased contract length from 3 to 20 years on difficult to resource engineered item suppliers
- Achieved two year of material cost deflation – first deflation ever recorded at HS
- Reduced defects per million 45%
- Increased low cost region buy by 200%

Vice President, Worldwide Repair and Supply Chain

Drove operational improvement of \$500+M business, serving 1000 airlines from 11 facilities globally:

- Parts availability increased from 86% to 95%
- Repair turnaround time reduced from 25 days to 14 days
- Repair quality escapes reduced 40%
- Operating profit % increased 7 percentage points

2002-2006

CARRIER CORPORATION (*subsidiary of United Technologies*)

Canton, MA

Vice President, Operations, Americas Distribution

Responsible for customer service, operating costs and strategic direction of product forecasting & inventory planning, warehousing, logistics, order management and facilities (2005 revenue ~ \$2 billion):

- Delivered 20% throughput increase at level employment (650)
- Integrated Mexico and Caribbean operations into US systems and best practices
- Implemented dedicated delivery fleet (120 trucks) program, helping drive 2 point share gain
- Transitioned customer base to Web based warranty system, yielding 50% productivity gain

Vice President, Operations, US Distribution

Responsible for acquisition integration and turnaround of 22 formerly independent distributors:

- Product availability increased from 82% to 98%
- Call abandonment rates reduced from >20% to 3%
- Warehouse labor productivity increased 40%, yielding \$6M cost savings
- Implemented RF scanning, reducing warehouse damage and shrinkage expense 65%(\$5M)

1996 – 2001

POLAROID CORPORATION

Cambridge, MA

Corporate Vice President and Group General Manager (1999-2001)

Led investment advisory team---sold 5 business units with proceeds in excess of \$100M.

President, Polaroid Identification Systems (1998-2001)

Re-established leadership position of this \$200M+ business by driving transition to digital systems, positioning business for divestiture. Grew revenue 40%, backlog 50% and improved EBIT \$10M:

- Established \$15M of new product line extensions, including biometrics and commercial ID systems
- Acquired and integrated leading domestic competitor

Vice President and General Manager (1996-1997)

Restructured and revitalized three orphan business units.

- *Polarizer* (\$30M sales): Rebuilt management team, developed proprietary product for LCD market, introduced product extensions and outsourced assembly to increase ROS from 2% to 10%
- *Holography* (\$10M sales): Turned around a business which was losing \$5M by repositioning from consumer to OEM applications. Grew margin \$6M while increasing manufacturing yields by 50%.
- *Sunglasses* (\$40M sales): Expanded European business into nine new global markets, growing sales by 15% while maintaining 18% operating margin during worst industry slump in 20 years

1991 – 1996 **GENERAL ELECTRIC APPLIANCES** Louisville, KY
General Manager, Purchasing (1994-1996)
Led worldwide sourcing with spend in excess of \$3 billion. Drove the establishment of a cross-functional focus by identifying opportunities, involving all stakeholders and publicizing the quantified results:

- Attained first year of material cost deflation in business history:
 - Established multiple sources for 79 out of 80 top commodities
 - Grew global sourcing 400%
- Reduced incoming defects per million 75% from top 30 suppliers
- Increased cash flow \$70M by reducing supplier lead times and extending payment terms

General Manager, Parts Sales (1992-1994)
Led this \$200M business which represented 25% of GE Appliances operating margin to record performance in a declining market. Grew sales by 15% and operating income by 23%:

- Drove transition to higher margin sales channel by restructuring pricing and sales incentives
- Improved customer service response levels by 100% through improved call center management
- Reduced delivery times by 50% through innovative supply contract with UPS
- Developed \$10M in new products by developing repair kits and drop ship agreements

Manager, Quick Response (1991-1992)
Led cross functional team which reduced product cycle time from 18 weeks to 10 days.

- Reduced “Order-to-Delivery” cycle time 85%
- Reduced inventory 50% (\$400M)/Reduced stock-outs 40%

1990 **GENERAL ELECTRIC COMPANY** Fairfield, CT
Manager, Corporate Business Development

1984 – 1990 **STRATEGIC PLANNING ASSOCIATES** Washington, DC
Associate Principal
Led project teams charged with formulation and implementation of corporate strategies. Responsible for project structure, budget and execution. Built credibility and trust with senior management of client organizations while gaining the acceptance of line management, creating an environment for change.

1983 **CHRYSLER CORPORATION** Highland Park, MI
Financial Analyst

1979 – 1982 **THE BOSTON COMPANY** Boston, MA
Economic Consultant

EDUCATION:

2003 **UNITED TECHNOLOGIES CORPORATION** Charlottesville, VA
Senior Executive Development Course

1995 **GE MANAGEMENT DEVELOPMENT INSTITUTE** Crotonville, NY
Executive Development Course

1982 – 1984 **HARVARD BUSINESS SCHOOL** Boston, MA
M.B.A
Achieved honors with concentration in finance and general management

1975 – 1979 **HARVARD COLLEGE** Cambridge, MA
B.A. in ECONOMICS, *cum laude*
Starting defensive end on Varsity Football Squad

OTHER:
Married with 3 children
Enjoy water skiing, bicycling, snow skiing and kayaking