RESUME FOR James S. Heuer, President, M-P System Services, Inc.

SUMMARY

Business career focused on Information Systems and supply chain improvement. Responsibilities have included systems management, systems design and programming implementation, project management, and operations improvement consulting for major corporations. Academic background includes BS and MBA degrees from Indiana University.

EXPERIENCE

Evos Logistics, Inc. – July, 2011 – Present (Doing business as Evos SmartTools™)

Chief Technology Officer – Providing overall technology direction and management of development resources for the company.

M-P System Services, Inc. - June, 1990 – Present

Owner and Senior Consultant - Performing consulting assignments in Systems Design, Programming, and Operations Improvement. Projects have included:

- Designed and developed an imaging management system for a mid-sized motor carrier broker company. System is integrated with the customer's business systems and supports email and faxing from with that system with storage of document images linked to business objects like loads, customers, and carriers. Supports inbound FAX review and routing as well as conversion of inbound and outbound emails to PDF format for storage in the imaging system. It implements bar-code reading for incoming faxes to auto-route to appropriate storage locations.
- Designed and developed the BidTools™ freight rate bidding management software currently marketed as a web-delivered application (SaaS) by Evos Logistics, Inc.
- Designed and developed the LoadOpt™ (now PlanTools™) freight consolidation optimization software currently being marketed to medium and large shippers and to Transportation Management Software suppliers. This product is delivered to clients as a Web-based service using an interface developed with a wide variety of technology tools. (see http://www.evossmarttools.com)
- Co-design and development of operational software for a medical services call-center provider using Visual FoxPro 9. Fully object oriented design with extensive development of reusable tools. Makes extensive use of ActiveX (OCX) user interface tools, and XML data transfer. Features extensive use of non-relational text data management tools, integration with dtSearch and on-line scheduling systems. We expect to begin marketing the underlying survey-data design and entry engine in mid-to-late 2007 to other call-center providers, as there is nothing on the market that has comparable capabilities.

- Maintenance, upgrade and re-design of a truckload management and logistics operations system for Market Transport, Ltd., of Portland, OR. This system is built in Visual FoxPro with full use of object orientation for ease of maintenance. Also makes use of Visual Basic components where appropriate.
- Transportation information analysis and systems development for a cost reduction project for one of the world's largest food producers (Using FoxPro 2.5 for Windows and DOS).
- Systems strategy and implementation plan for analytical computer systems to support the consulting practice of the East Coast office of a major national management consulting firm.
- Directed analysis of logistics information improvement needs for a major Japanese auto manufacturer with manufacturing facilities in the U.S. Surveyed all operating divisions in transportation, inventory management, purchasing, warehouse management, and long/short range planning. Developed comprehensive blueprint for new information required and coordinated with in-house systems staff in developing implementation plans.
- Directed the design, programming and installation of a project management system, including resource accounting and billing, for a multi-million dollar project of the Environmental Protection Agency. This included remote data entry and data collection, database design and setup and complete documentation.
- Managed a project to design and implement a private truck fleet tracking system for a major manufacturer of mini-computers. This involved tracking vehicle time, driver time, route mileage, etc., and developing comprehensive management reports for evaluating drivers and routes. Project included installation at manufacturing/distribution locations.

Manna Pro Corporation - Dec., 1987 - May, 1990

Director of Management Information Systems - my responsibilities included: establishing MIS operating and capital budget, design and development of new systems, supervision of programming and data entry staff, hardware selection, and installation activities at 12 company facilities. Systems installed included profit management, sales analysis, accounts payable/receivable, purchasing, and inventory management.

Logistics and Transportation Consulting – January, 1977 to Dec.1987 and May, 1990 to December, 2010 – Selected Projects

Strategic Transportation Sourcing

- Conducted a Core Carrier program for a North American chemical producer which achieved savings in freight rates of 12% and a significant reduction in the carrier base. The project involved truckload services for van, tank, flatbed, and dry bulk type commodities both in the United States and Canada. MPSS, Inc., web-based bid management and carrier communications software was employed to facilitate the process that involved over 1200 traffic lanes and over 300 participating carriers. Award scenarios were developed with support from MPSS, Inc., proprietary award optimization software. Not only were substantial

savings achieved, but the carriers reported that the process was unusually clear and easy to work with.

- Managed a transportation cost reduction project for a major U.S. manufacturer of diesel engines. The project involved renegotiating truckload contracts, implementing computer optimization of multi-stop truckload shipments, improving transportation decision making, and ultimately implementing a 3rd Party Logistics outsourcing program. The 3PL outsourcing began with a rigorous RFP process in which 5 nationally leading 3PL firms competed for the business on the basis of technology resources, staff competency, suitability of proposed management plan, and cost structure. The outcome of the project was a measured 11% reduction in the cost of North American transportation.
- Provided technology management and process support for a strategic transportation sourcing project for one of the largest transportation management companies in North America. Total spend was in excess of $500 million across several modes and 600 participating carriers. Estimated savings of over 12% exceeded original projections while achieving a major reduction in the carrier base.

Supply Chain and Process Improvement Consulting

- Conducted a supply chain effectiveness assessment for the North American manufacturing operations of a major U.S. paper and packaging company including evaluation of options for rationalizing the manufacturing network footprint. Assessed potential for performance improvement through improved scheduling and planning processes and the resulting impact on requirements for facilities. Further assessed risks and impacts of rapidly changing transportation costs on the current and proposed alternative manufacturing network strategies and warehousing alternatives.
- Led a project to assess effectiveness of production control processes and organizational effectiveness relative to overall supply chain transformation for a major U.S. aerospace and defense company. Performance and operations were compared not only to defense industry and internal corporate best practices, but also to best practices of global leaders in lean manufacturing. This project uncovered significant gaps versus industry best practices and developed a project plan for attaining major cost and performance improvements.
- Co-managed a project for a large European based agricultural equipment manufacturer, which re-designed the entire supply chain from order entry through manufacturing through distribution. The project involved customer service needs assessment, current operations diagnostic, complete redesign of supply chain processes within and between manufacturing facilities and vendors, selection of new information systems software packages, and a large implementation effort. During the course of the project, a detailed simulation was developed for a trans-national supply chain to support supply chain policy and process design. The project operated on three continents and was projected to save the client upwards of $150 million annually.
- Conducted a supply chain improvement effort for a large durable goods manufacturer in the U.S., in which dramatic improvements in manufacturing responsiveness to marketplace requirements were achieved. Significant reductions in work-in-process and raw inventories were attained while accelerating cycle times and improving manufacturing reliability by a factor of 4. Process control and tracking tools put in place during the project contributed to the target facility achieving ISO 9000 certification on the first try.

- Guided multiple strategic sourcing commodity teams as part of a supply chain transformation project for a major U.S. aerospace and defense company. This project involved guiding the company's experienced procurement professionals, and their team members drawn from engineering and quality disciplines, in building and executing their commodity strategies through RFQ/RFP and negotiation processes. Initial quick-wins from team projects reached the multi-million dollar level.
- Assisted a major U.S. chemicals producer in a logistics improvement project implemented through outsourcing key components of logistics operations to third party providers. Candidate 3PL companies were evaluated, and the selected companies participated in a rigorous RFI/RFP process. Special consideration was made for the unique issues related to bulk, hazardous, and liquid tank product handling and distribution. Several rounds of negotiation were supported, and savings of 5% of total logistics costs were targeted, in addition to significant improvements in product flow visibility, reliability, and safety.
- Analyzed warehouse network alternatives under different scenarios of cost containment and reduction for one of the nation's largest grocery retailing chains. The analysis was performed using the I2 Supply Chain Strategist software. Supporting the project was a substantial logistics data gathering and validation effort. Strategic alternatives presented to executive management were compared on the basis of cost saving potential, risk, community impacts, and ability to implement.
- Performed an extensive network optimization and rationalization project for a major bottled water producer. Project included transportation improvement opportunities as well as customer-DC realignment and production reassignment.
- For a major division of one of the world's largest agricultural supplies corporations conducted a comprehensive review of supply chain effectiveness – leading to detailed assessments of business profitability down to the individual customer level. The analysis was facilitated by a detailed supply chain model, which incorporated supply, processing, and distribution costs down to the individual customer level. The project guided the client in developing mid-to-long range plans for distribution network and transportation changes, and provided input into strategic planning for large-scale facilities expansions. First year savings in logistics costs were calculated at 15%.
- For a major industrial and durable goods manufacturer, directed teams of client purchasing and manufacturing personnel in developing implementation plans for a comprehensive modernization of Supply Management practices throughout the organization. Detailed plans were created with expected savings of upwards of $200 million annually.
- Performed a benchmarking study of purchasing effectiveness for a large agricultural and construction equipment manufacturer. Measures were developed to compare their performance with leading world-wide producers in such areas as: extent of J-I-T implementation, use of "strategic alliances", supplier participation in accelerated design programs, and Electronic Data Interchange. Focus was on support of major manufacturing and marketing strategy changes currently under way to meet foreign competition and increase quality.
- Assessed the distribution systems of a major western canned goods producer. Examined the cost savings potential for combining facilities of recently acquired companies and reducing the number of warehouses. Also evaluated the effectiveness of transportation and inventory

management. Identified $5 million in savings opportunities through improved distribution operations.

- Managed a comprehensive review of all logistics and distribution activities of a major Japanese auto manufacturer with extensive facilities in the U.S. Assessed performance of inventory management, warehousing, transportation, purchasing, and planning, together with the effectiveness of the individual managers. Identified upwards of $60 million in cost savings potential from identified improvements.
- Conducted a detailed logistics review of a major producer of frozen potato products in the Northwestern U.S. Analyzed inventory management effectiveness, transportation operations, warehouse efficiency, and their effect on customer service. Identified opportunities for improved customer service as well as substantial cost savings potentials.
- Developed a comprehensive transportation strategy for a major appliance manufacturer affected by collapse of their key rail services. This was in conjunction with an assessment of warehouse location strategies using computer modeling tools. This joint review yielded significant savings in both warehouse and transportation costs

Camcar Division of Textron Industries - 1967 - 1974.

Systems Analyst and Materials Manager

CONTACT INFORMATION

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