J. Gregory Smith

Interim COO, CSCO & Transformation Executive

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Interim and fractional mandates

I lead PE-backed and multi-site businesses through operating stabilization, acquisition roll-ups, carve-outs and transformation recovery.
Available for defined-term C2C engagements through Digital-SCM, LLC.

Selected engagements

Interim CSCO | Five-site FMCG roll-up

Introduced a network-wide replenishment rule so planners checked stock across sites before ordering more. Across nine months, the team stabilized on-time, in-full service above 98% and reduced inventory by $45M (approximately 18%).

Integration leadership | Eight-facility MedTech roll-up

Sequenced operating and systems dependencies across three continents and four technology systems. The 12-month integration reported a 25% reduction in recurring operating costs.

Integration leadership | Two regulated CDMOs

Led the integrated delivery plan across manufacturing and supply chain while maintaining FDA/GMP continuity. Reported results included $40M+ in annual synergies, 25% shorter lead times and 20% improvement in forecast accuracy.

Discuss an interim assignment

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