J. GREGORY “GREG” SMITH

INTERIM CSCO / COO | SUPPLY CHAIN & OPERATIONS TRANSFORMATION | PRIVATE EQUITY VALUE CREATION

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EXECUTIVE SUMMARY

Interim Chief Supply Chain Officer, COO and transformation executive with 25+ years leading enterprise supply chain, manufacturing, procurement, logistics, distribution, S&OP/IBP and technology-enabled operating transformations for Fortune 500, private equity portfolio and middle-market companies. Combines strategy with hands-on execution across Life Sciences, Pharmaceutical, MedTech, CPG, industrial manufacturing, healthcare and logistics, including FDA/cGMP/GxP regulated environments. Career leadership includes Deloitte Consulting, Gartner/Meta Group, Manugistics/Blue Yonder, IBM Global Business Services, Supply Chain Management Partners and Digital-SCM. Trusted by PE Operating Partners, Boards and C-suite leaders for operational due diligence, 100-day value creation, carve-outs, post-merger integration, ERP/SCM modernization, operational turnarounds and executive transitions.

SELECTED ENTERPRISE IMPACT

- Generated $40M+ in annual operating synergies through post-acquisition integration, supply chain consolidation and enterprise transformation; delivered $50M+ synergies in a six-month multi-site transformation.
- Global CDMO executive leadership: achieved 99% OTD, improved forecast accuracy 24 percentage points, reduced inventory 26% ($55M working capital), improved schedule adherence 79% to 96%, cut expedited freight 41% and delivered $38M recurring annual savings.
- MedTech S&OP / ERP integration across 35+ sites: reduced finished-goods inventory 22%, eliminated $14M in holding cost within 12 months, improved fill rate from 91% to 98.4%, and executed cutover with zero line stops.
- Plant utilization turnaround: increased utilization 16% without capex, reduced lead time from 14 to 6 days and expanded operating margin 180 bps.
- Warehouse redesign: increased throughput capacity 25% without new space, improved inventory accuracy from 88% to 98%, increased labor productivity 20% and reduced order cycle time 15%.
- Global CPG procurement / AI transformation: reduced direct-material cost 10–15%, improved forecast accuracy 20% and shortened procurement cycle time 25%.
- Pharma control tower / digital twin program: reduced delivery cost 35%, delivered $25M annual tariff savings, improved manufacturing efficiency 45% and reduced supply risk 40%.
- Consumer goods acquisition integration: reduced logistics cost 12%, increased inventory turns 18% and delivered $40M+ annual impact while improving service.

CORE EXPERTISE

Interim CSCO / COO • Chief Transformation Officer • Supply Chain Transformation • Operations Transformation • Private Equity Value Creation • Operational Due Diligence • 100-Day Plans • Post-Merger Integration (PMI) • Carve-Outs / TSA Exit • TMO / PMO / IMO • S&OP / SIOP / IBP • Demand & Supply Planning • Inventory / Working Capital Optimization • Procurement / Strategic Sourcing • Manufacturing Operations • Lean / OEE / SMED • Logistics / Distribution / 3PL / 4PL • Network Optimization • Warehouse / WMS • Transportation / TMS • Order-to-Cash • ERP / SAP S/4HANA • SAP IBP / EWM • Oracle • Manhattan Active • Kinaxis / OMP / Blue Yonder / o9 / Anaplan • AI-Enabled Supply Chain • Digital Twins • Change Management • KPI / Benefits Realization

PROFESSIONAL EXPERIENCE

Founder & Managing Partner | Digital-SCM, LLC | 2019–Present

Lead a boutique executive advisory firm providing interim/fractional leadership and C2C consulting in supply chain, operations, transformation and PE value creation. Partner with sponsors, Boards, CEOs, COOs, CFOs and CSCOs from rapid diagnostic and business case through execution, governance and benefits realization.

- Serve as Interim CSCO, Interim COO, Chief Transformation Officer and TMO/IMO/PMO leader during acquisitions, carve-outs, ERP programs, turnarounds, executive transitions and accelerated growth.
- Lead end-to-end transformations spanning S&OP/IBP, procurement, manufacturing, inventory, logistics, distribution, customer fulfillment, ERP/SCM modernization and AI-enabled planning.
- Delivered representative outcomes including $38M recurring savings in global CDMO operations; $55M inventory/working-capital reduction; $14M MedTech holding-cost elimination; and $40M+ acquisition-integration impact.
- Built repeatable playbooks for 72-hour stabilization, PE value creation, Life Sciences TSA/carve-out, procurement, manufacturing optimization, demand planning, AI deployment and end-to-end data mapping.

Co-Founder & Partner | Supply Chain Management Partners, LLP | 2012–2018

Co-founded and scaled a boutique supply chain strategy and operations consultancy focused on operational excellence, digital supply chain and PE value creation; firm was subsequently acquired by a global BPO organization.

- Led operational due diligence, 100-day plans, procurement, manufacturing, S&OP, inventory, logistics, carve-out and PMI programs for PE-backed, life sciences, consumer and industrial clients.
- Delivered measurable EBITDA, margin, working-capital and service improvements, including 10–20% procurement savings and 15–20% operating-cost reductions across representative transformations.
- Built enterprise PMO/TMO governance, KPI scorecards, benefits tracking and executive decision cadences to accelerate implementation and sustain results.

Partner – Supply Chain & Operations | IBM Global Business Services | 2006–2011

- Led global supply chain and operational excellence engagements across Life Sciences, Pharma, MedTech, CPG, industrial manufacturing, healthcare and logistics from strategy through implementation.
- Directed supply chain strategy, manufacturing-network optimization, procurement, inventory, logistics, ERP and operating-model redesign programs; led multidisciplinary teams and C-suite stakeholder engagement.
- Served on the IBM Global Supply Chain Advisory Council, contributing to industry-specific methodologies and consulting best practices.

Vice President – Supply Chain Consulting & Client Delivery | QRS/Inovis • Manugistics (Blue Yonder) • Gartner (Meta Group) | 1998–2006

- Led consulting organizations across North America, Europe and Asia focused on supply chain strategy, demand planning, inventory, procurement, TMS/WMS, logistics, B2B integration and enterprise technology transformation.
- Advised Fortune 500 manufacturers, distributors, consumer products, pharmaceutical and logistics companies on advanced planning, network optimization, ERP/SCM deployments and technology-enabled operating improvement. **Senior Manager – Supply Chain Strategy & Operations | Deloitte Consulting | 1990–1998**
- Led business process reengineering, supply chain strategy, ERP implementation and organizational change programs for Fortune 500 manufacturing, consumer products, pharmaceutical and industrial organizations.
- Designed future-state operating models integrating demand planning, procurement, manufacturing, logistics, distribution, customer fulfillment and enterprise governance.

SELECTED INDUSTRY & REGULATORY EXPERIENCE

Life Sciences • Pharmaceutical • Biotechnology • Medical Device • CDMO • Consumer Health / Beauty & Personal Care • CPG / FMCG • Food & Beverage • Industrial / Discrete / Process Manufacturing • Healthcare • Distribution • Logistics / 3PL / 4PL • Retail • PE Portfolio Companies | FDA • cGMP/cGxP • DSCSA/DQSA • UDI • ISO 13485/14971 • MDR • 21 CFR

TECHNOLOGY & METHODS

SAP ECC / S/4HANA (MM, SD, PP, QM, EWM, IBP/APO) • Oracle Cloud / EBS / WMS Cloud • Manhattan Active WMS • Microsoft D365 • NetSuite • Kinaxis • OMP • Blue Yonder • o9 • Anaplan • FourKites • project44 • Shippeo • Dataiku / DataRobot / SageMaker • Lean / 5S / Kaizen / TPM / OEE / SMED • Agile • PMP • CSM

EDUCATION

Bachelor of Business Administration (BBA), University of Massachusetts Boston