



Shelly Nelson

Fort Worth, TX ☎ 937-287-0119 ✉ Shellnel@gmail.com [LinkedIn.com/Shelly Nelson](https://www.linkedin.com/in/Shelly Nelson)

OPERATIONS MANAGER

GLOBAL SUPPLY CHAIN DIRECTOR

BUSINESS ANALYST

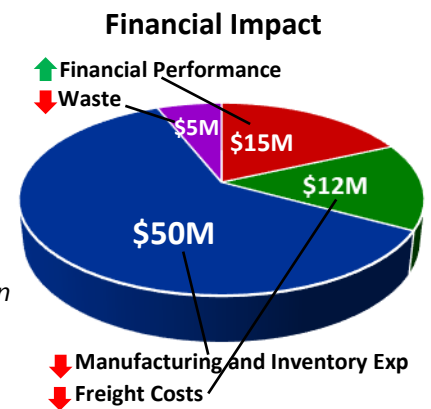
Transformational executive leader with 20 years' experience in supply chain, logistics, and operations (PPG, NewPage, Mead). Utilize technology to drive profitability through improved processes and lower costs. Apply S&OP expertise to guide ERP transitions (Oracle, SAP), integrate siloed divisions, and optimize operations, sales, marketing, manufacturing, and customer service. Leverage proven strategies to change culture in service of the company vision.

SELECT ACHIEVEMENTS

- Accelerated inventory turn from 12 months to 4.
- Streamlined 9+ major supply chain processes and 54+ subprocesses.
- Generated \$5M profit by replacing unprofitable products with new/improved versions.
- Integrated 2 separate customer service cultures with 0 loss in customers; reduced on-hold time by 90% and dropped calls by 70%.
- Improved customer service employee turnover by 100%.

Shelly is that rare leader who has built coalitions and rallied people around the mission to move this company forward. Her impact on processes saves money, her business sense lowers costs, and her leadership empowers people.

– Dan Clark, SVP Global Supply Chain, PPG Industries



LEADERSHIP STRENGTHS

Change Management	Transformational Leadership	Financial Management
Sales and Operations Planning	Profit/Loss Management	Project Management
Supply Chain Strategies	Department Integration	Process Improvement
Risk Management	Quantitative Assessment	Six Sigma Green Belt

CAREER HISTORY

Supply Chain Consultant, Oracle ERP Implementation
PPG Industries, Philadelphia, PA

August 2015-present

Generated new efficiencies and lowered costs by leading an Oracle R12 implementation project. Transformed systems, processes, and culture through influential leadership, consensus building, and Six Sigma methodologies.

- Instilled 100% internal ownership of implementation** by enlisting organizational key players and their input from the beginning, resulting in fully trained, proficient users, comfortable with the system ahead of launch.
- Propelled inventory accuracy from 30% to 95%** by implementing inventory management processes.
- Condensed inventory database by eliminating 30K stagnant SKUs**, which streamlined cache of active-only data.
- Documented 50+ current and future processes** by creating efficient, system-compatible procedures that streamlined operations, facilitating quick training and accurate processing of executables.
- Utilized leadership and negotiation skills to secure adequate site and people resources by communicating value and corporate goals to staff leadership, gaining full buy-in and adequate capital for the project.
- Ensured valid programing by performing fit-gap analysis via scenario execution, driving the organization toward continued operation, sustained on-time delivery, and no service interruption.



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VP Supply Chain/Operational Excellence

June 2010-July 2015

NewLeaf Corporation, Cleveland, OH

Bolstered profitability by 5% and fostered a culture of excellence by leading a \$12M implementation of supply chain best practices across 8 paper manufacturing plants, on time and under budget.

- **Generated \$15M in annual savings** by transforming operational, supply chain, and maintenance system tools, processes, and tradesman skill sets that led to more efficient, leaner processes that require fewer resources.
- **Decreased manufacturing downtime 3%** by orienting output with metrics that align with customer needs and shifting manufacturing and supply chain operations for improved performance.
 - Collaborated with senior company leadership to initiate plan by sharing customer impact data, opening the door to new performance incentive plans.
 - Negotiated with union-employee leadership to shift operational priorities by reviewing customer and operations score card data; executed successful realignment plan with a balanced scorecard.
- **Boosted capital project identification and investment by 30%** by championing a disciplined evaluation process, ending wasted effort and creating a logical approach for capex program.
- **Improved forecast accuracy 50%**, implementing revenue forecasting technology and merging holistic product data.

Director, Global Supply Chain

February 2002-May 2010

Smead WesVaco Corporation, Dayton, OH

Led significant change by casting a new vision with mutual interest for employees and customers that included redesigning organizational structure, driving accountability toward improved results, and building an effective logistics, warehousing and distribution organization that obtained \$50M in annual savings while improving on-time delivery 5%.

- **Shaved \$5M off the cost of transactional process waste** by employing Lean Six Sigma tools to consolidate waste-stream processes and generate new efficiencies.
- Designed new inventory planning and management programs by working with Sales and Marketing to eliminate stagnant products, improving inventory turnaround time by factor of 3.
- **Increased sales by 42%** by leading customer partnership program that augmented high margin product sales and optimized product placement for marketing.
- **Fortified production schedule flexibility 10%** and product availability 3% by executing company-wide S&OP process.

Change Management &
Culture Transformation for
Customer Service



**Abandoned Calls
Down 70%**



**On-hold Times Reduced
by 90%**



**Employee Retention
Improvement: 100%**

Supply Chain Lead & SAP Implementation Manager

April 1998-Jan 2002

Smead Corporation, Dayton, OH

Managed logistics and supply chain initiatives for Paper Division while leading multiyear implementation of SAP ERP, gathering all business requirements, consolidating legacy systems, managing change, and collaborating with technology teams to transform business operations into an efficient, synergized organization poised for increased performance.

EDUCATION

Master of Business Administration, Finance | Syracuse University, Syracuse, NY

Bachelor of Arts, Accounting/Business | Washington State University, Pullman, WA

Six Sigma Green Belt