

# Doug Gardner

Senior Industrial Engineer- Supply Chain

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## Summary

Industrial engineer with extensive distribution and retail operations experience at a major US private company. Twenty years of project/operations management and engineering experience in order distribution. Six years of direct-to-consumer (e-commerce) fulfillment and transportation management experience. Five years experience in supply chain management and quality assurance in retail operations and store installation and service.

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## Experience

### **Senior Industrial Engineer- Supply Chain at Hallmark Cards, Inc.**

July 2007 - Present (8 years 6 months)

Responsible for managing supply chain resources in distribution, inventory management, transportation and IT to re-align Hallmark's multi-facility distribution network. • Integrating inventory and staffing into centralized distribution centers • Increasing throughput and space capacity in centralized distribution centers • Integrating and simplifying IT systems and controls • Aggressive focus on product placement and SKU velocity management to reduce labor costs • Enhancing inbound/outbound material handling equipment to reduce bottlenecks and increase capacity

### **Fulfillment/Transportation Manager (e-commerce) at Hallmark Cards, Inc.**

June 2001 - July 2007 (6 years 2 months)

Responsible for managing order fulfillment and inbound/outbound transportation for Hallmark direct-to-consumer business. • Managed pricing, capacity, forecasting and service level agreements for multiple fulfillment vendors. • Partnered with Fed Ex and USPS to procure outbound carrier service and manage carrier relations. • Aggressively managed inventory and SKU levels to drive down warehouse and filling floor space needs • Implemented multi-carton filling methods to drive down order filling "walk" labor • Worked closely with IT to manage and enhance order processing and inventory control systems • Developed quality control processes to monitor and identify causes of order fulfillment failures

### **Retail Operations Manager at Hallmark Cards, Inc.**

June 1996 - June 2001 (5 years 1 month)

Supporting the Corporate launch of Expressions from Hallmark brand; responsible for coordinating and directing Hallmark and retailer resources required to install 6,000+ retailer stores for 30+ major retail customers including Kroger, Walmart and Safeway. • Pinned down retailer requirements for floor plans and installation schedules • Locked down Hallmark supply chain requirements for store fixtures, merchandising and product • Worked closely with retailer operations to develop store-level installation execution plan • Firmed up transportation plan to drive fixtures, merchandising and product to support store installation

- schedule • Worked closely with Hallmark installation and service teams to develop store-level execution plan
  - Developed and closely monitored quality control process to identify/suppress failure in the process flow
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## Skills & Expertise

### **Project management**

**resource allocation and deployment**

**capacity planning**

**process improvement**

### **Lean**

**cost containment**

**material handling**

**automation**

**operations execution**

**systems/operations integration**

**supply chain linkage**

**forecasting**

**operations management**

**industrial engineering**

### **Procurement**

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## Education

### **University of Missouri-Kansas City**

Master of Business Administration (M.B.A.), Finance, General, 1990 - 1993

### **University of Missouri-Columbia**

Bachelor of Science (B.S.), Industrial Engineering, 1977 - 1981

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