

# GREG WAGNER

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## SUPPLY CHAIN LEADER

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Results-focused professional with extensive experience managing sales and operations (S&OP) planning process within diverse industries. Background includes developing production plans, coordinating logistics, and maintaining inventory. Collaborative and analytical problem solver, utilizing data to identify root cause and apply systemic corrective actions. Promote culture of continuous improvement to maximize quality and minimize time spent. Demonstrate excellent communication skills, ability to manage time and meet deadlines, business acumen, and dedication to customer service.

### *Core competencies:*

Supply Chain Operations | Forecasting | Budgeting | Capacity Planning  
Production Planning | Materials Requirements Planning (MRP) | Inventory Control | Logistics  
Data Analysis | Continuous Improvement | Team Leadership | Warehouse Operations

## PROFESSIONAL EXPERIENCE

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PILKINGTON NORTH AMERICA, INC (NSG), Columbus, OH

2007 – 2020

**NA Supply Chain Director, Original Equipment (OE) | NA Supply Chain Director, After Market Replacement (AGR)**

### Operational Oversight

- Managed 44-member team in overseeing supply chain areas comprised of demand planning, deployment planning, MRP, and product planning.
- Provided supply chain management support to 11 manufacturing locations in Mexico, U.S., and Canada, including performance measurement (supply chain scorecard), capacity planning, budgeting, asset utilization, and working capital planning for original equipment manufacturing (OEM) business unit.
- Identified performance issues and corrective actions by developing and monitoring weekly supply chain key performance indicators (KPIs) (supply chain flash report).

### Planning

- Oversaw monthly S&OP process to locate and resolve supply issues for U.S. sites, including short- and long-term shift structures, capacity constraints, etc.
- Optimized plant loadings and allocations across U.S. facilities to support current and future target business.
- Collaborated with internal and external supply chain partners and other key stakeholders to ensure operational alignment and visibility.

### Continuous Improvement

- Improved forecast accuracy 30% and decreased working capital (inventory) 15% (\$21M) by developing and implementing new planning structure for demand planning process.
- Reduced obsolete inventory 25% (\$125K annually) in warehousing expenses, due to creation and maintenance of organizational execution plan (OEP) process focused on minimizing excess and obsolete (E&O) exposure.
- Enhanced customer service and site effectiveness while minimizing employee turnover following incorporation of onsite training for materials teams and standardization of standard operating procedures (SOPs).
- Increased supplier on-time delivery 21% by producing and executing weekly "Available to Promise" (ATP) process focused on improving past-due orders to AGR business.
- Achieved \$6.8M savings on \$85M spend following use of cost reduction and inventory management practices.

## PROFESSIONAL EXPERIENCE (CONTINUED)

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THE SCOTTS COMPANY, Marysville, OH

1998 – 2007

**Director of Product Supply, PBG | Director of Product Supply, Lawns | Product Portfolio Manager  
Warehouse Planning Manager | Distribution Finance Manager**

### Operational Oversight

- Oversaw supply chain areas consisting of demand planning, deployment planning, MRP, and production planning.
- Led 21-member cross-functional team consisting of Research and Development (R&D), Marketing, Creative, Manufacturing, Logistics, Packaging Engineering, and Regulatory. Planned and executed product changes and new innovations from concept through market introduction for the Lawns group (\$600M).
- Ensured project scopes, timelines, and objectives were clearly and concisely outlined and implemented.
- Developed and managed \$89M distribution budget and distribution capital budget while managing daily/monthly financial activities and reporting.
- Contributed to company's systems conversion to SAP by setting up and testing financial modules for distribution.

### Planning

- Implemented and conducted monthly S&OP meeting for Lawns, Scotts Lawn Care Service (SLS), and Professional Business Group (PBG).
- Supported current/future target business as result of optimizing plant loadings and allocations across U.S. facilities.
- Guaranteed operational alignment and visibility by working with internal and external supply chain partners and other key stakeholders.

### Continuous Improvement

- Improved forecast accuracy 24% by incorporating and managing collaborative forecast process.
- Reduced inventory investment by 13% (\$16M) while increasing sales 25.4% and order fill from 94.5% to 98.7%.
- Produced comprehensive warehouse scorecard outlining 15 key metrics to measure provider performance.
- Developed and implemented several product quality processes, including:
  - *Pallet Quality Program*: Improved pallet quality 50% following creation of new inbound pallet inspection process targeting poor pallet quality issues impacting manufacturing.
  - *Inbound Product Program*: Reduced inbound damage 30% by providing process to collect, track, and correct inbound damage issues in the Scott's Distribution network.
  - *Packaging Damage/Failure Program*: Identified 4 packaging failures that were corrected in-season within first year of implementation.

*Additional 7 years of experience as Director of Logistics & Material Planning; Manager of Logistics & Warehousing; Production Planning/Inventory Control Manager; Master Production Scheduler; and Senior Operations Analyst with Liggett Group Inc.*

## EDUCATION & TRAINING

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THE PENNSYLVANIA STATE UNIVERSITY, University Park, PA

**Bachelor of Science in Mineral Economics, Emphasis in Business Logistics**

### *Training:*

Influence Management Seminar | SAP Applications Training | Supply Chain Modeling (GA Tech)

Finance for Non-Financial Manager Seminar | Executive Management Training

Business Warehouse (BW) Super User Training