

Richard Ross Armstrong
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EDUCATION

Master of Business Administration, Finance and Accounting 2002
Graduate School of Management, University of California, Davis

Bachelor of Science, Hotel and Restaurant Management, Cornell University 1991

EXPERIENCE

G3 Enterprises **Sr. Director – Supply Chain & Process Excellence** **2010 – present**

- Project Director for SAP implementation for the company, replacing core ERP system that has run our company for over 22 years.
- Created, Staffed and Launched new Process Excellence department mandated to drive efficiency and cost savings from newly implemented ERP system and other new lines of business for the company.
- Full P&L responsibility for Mobile Bottling and Glass Brokerage businesses, including strategy, sales, operations, financial management.
- Retain and perform all responsibilities of the Director – Supplier Development & Supply Chain Planning position.
- ***Promoted from Director – Supplier Development & Supply Chain Planning in 2013.***
- Direct all procurement, supply chain planning, scheduling & forecasting activities for multiple manufacturing divisions.
- Set lead time, safety stock & EOQ policies for all key commodities, to ensure production & delivery is not impacted by material shortages.
- Developed and Lead RCCP process to evaluate Supply/Demand balance and drive staffing and asset purchase decisions.
- Directed Project Team to Select, Design & Implement JDA Master Planning & Scheduling Software.
- Designed and Implemented cross-functional New Product Development / Management of Change processes.
- Implemented Inventory Management processes, reducing DOS by over 30%.
- Team with Quality & Operations Directors to evaluate & improve key suppliers.
- Instituted a formal S&OP process to provide visibility to forecast, capacity utilization & drive resolution to identified gaps.
- Redesigned Planning and Delivery systems with #1 customer, accounting for over 60% of company's revenue, resulting in 99% reduction in service misses to the customer.
- Manages & administers all procurement & sales contractual agreements for the organization.
- Responsible for scheduling team that schedules over 25 equipment centers across 3 manufacturing locations.
- ***Promoted from Sr.Manager – Supplier Development (E&J Gallo Winery) in 2010.***

E&J Gallo Winery **Sr. Manager – Supplier Development** **2002 – 2010**

- Lead team responsible for managing over \$150MM in packaging & contract packing spend.
- Manage cross-functional cost-savings team directly responsible for over \$25MM in packaging cost savings over 2 year period.
- Drive strategic sourcing decisions, from initial vendor evaluation to technical assessment to final selection. Negotiate and implement sourcing contracts with key suppliers.
- Forecast & plan component costs of over 1500 individual product SKUs. Responsible for recognizing & communicating upcoming cost movements based on evaluation of micro and macroeconomic factors.
- Team with operations, supply chain & quality organizations to ensure consistent supply of materials through a dynamic supply chain. Drive prompt resolution of any supply issues that arise.
- Drive reporting & analytic improvements. Instituted a real-time component cost database to allow analysts instant access to key cost data. Led cross-functional efforts to create a consolidated supplier scorecard. Designed analytic tools to manage cost variance data.
- ***Promoted from Manager – International Finance in 2008, where responsibilities included:***
- Managed team of 8 direct reports, whose responsibilities include strategic & annual planning, financial reporting, global consolidation accounting, financial analysis of regional & global opportunities, overhead & promotional spend control & analysis, International freight optimization, International pricing, invested capital analysis.
- Championed global project to transition International from Essbase planning & reporting environment to Outlooksoft platform. This transition enables planning & reporting at a much more granular level and integrates international data with Domestic & Corporate results.

- Created planning environment that facilitated use of Supply Chain Forecast in financial plan, thus creating environment where all departments are accountable to one consistent target.
- Drove change in International Pricing policies with non-affiliated distributors, moving distributors to line-item freight which will lead to incremental winery revenue of over \$100k & reduce internal workload by over 50%.
- Defined & drove process changes to ensure financial integrity of consolidation accounting. Presented findings to senior management & eliminated several drivers of variances between Management & GAAP reporting.
- Created & Instituted methodology for allocating invested capital to brand & country, allowing ROIC metrics to be utilized & understood for the first time.
- Managed Gallo undergraduate recruiting process for Corporate Finance & Accounting.
- ***Promoted from Senior Financial Analyst – Domestic Finance in 2004, where responsibilities included:***
- Managed cross-functional team whose responsibilities include brand analysis, advertising and overhead accounting, budgeting, product costing, tasting room control and reporting, and financial reporting to senior management.
- Analyzed new products, line extensions, and package changes to optimize brand and winery profitability.
- Updated and streamlined product cost database, adding detail to standard costs of over 3000 winery SKUs.
- Drove cost-saving opportunities by identifying and communicating major cost drivers to the marketing organization.
- Documented data flows and customized allocation metrics to apply overhead costs to products.
- Created and instituted performance incentive program for marketing department.

University of California at Davis

Lecturer

2001-present

- Teach summer undergraduate financial and managerial accounting classes to over 120 students.
- Designed and teach intermediate cost accounting/decision making class to over 80 upper division economics students.
- Create curriculum including examinations, problem sets and in-class examples to make complex subject understandable to students with little or no accounting experience.
- Consistently receive evaluation scores in the top 10% of Graduate School instructors.

Kaiser Permanente Information Technology Financial Analyst

2001 – 2002

- Evaluated operating and capital expenses of \$1.5 billion organization to help achieve optimal financial performance.
- Created custom interactive financial reports, using Hyperion Business Objects to interface with Oracle Data Warehouse
- First intern within KPIT ever recognized as “Employee of the Month”
- Streamlined communications and approval processes within finance, accounting and HR departments, resulting in a new database design and improved data integrity.

Souza Restaurants, LLC

General Manager / Director of Training

1992 – 2001

- Managed full service restaurant and bar, with full responsibility for all components of P&L, including revenues, cost of goods sold, hourly and salaried labor costs, repairs and maintenance, and asset allocation.
- Achieved record profits in each of two restaurants.
- Established a strategic marketing plan for a new unit opening, determining target clientele, pricing strategy, and service style, resulting in profitability in the second month of operations.
- Developed fully automated accounting system using MS Excel and Visual Basic, minimizing restaurant accounting errors, and reducing management back-office time over 200% weekly.
- Achieved monthly sales and profit budgets for two restaurants with annual incomes of nearly one million dollars.
- Spearheaded and implemented comprehensive employee training system for both new unit openings and employee hiring in existing units.
- Consulted for new unit opening, training over 100 employees in all aspects of restaurant operations, resulting in the most successful opening in company history.
- Wrote, edited and maintained corporate training manuals for all key restaurant positions.

Restaurant Associates

Manager

1991 – 1992

- Developed automated accounting system for accounts payable, inventory, and daily record keeping.

HONORS, AFFILIATIONS, AND TECHNICAL SKILLS

- Proficient in JDA Master Planning, MS Office Suite, Hyperion Essbase, Hyperion Business Objects, Radius, Showcase, Visual Basic, BPC Outlooksoft, JDEdwards.
- Vice President of Academic Affairs – UC Davis GSM
- UC Davis GSM Scholar’s Award, Cornell Tradition Scholar, Cornell University Dean’s List