

# BRADLEY C. MUELLER

## Chief Executive Officer

Senior technical executive with extensive “battle-tested” turn-around strategy development and execution experience. Managed up to \$800M P&L and led global organizations of 400 people. Success track record with Fortune 100 firms such as Baxter Healthcare, UPS, AT&T, Newell Rubbermaid and small/mid-market private firms. MBA from the Kellogg School of Management and BS in Industrial Engineering.

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Strategy Development • Sales and EBITDA Growth • Cost Optimization • Technology Integration  
• Process Improvement • Employee Development • Inventory Reduction • Order to Cash Improvement

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**Systems Experience** • LEAN 5S, WMS, TMS, ERP Implementation, Capacity planning, CRM, Sales Force Automation, Demand Planning, Product Development, eCommerce/mobile, EDI, Marketing Automation

## PROFESSIONAL EXPERIENCE

### **Briggs Healthcare Waukegan, Illinois**

**2011-Present**

*Privately held global medical device company serving consumer retail, ecommerce, point of care, and distributor markets. Customers include Wal-mart, Target, Walgreens, CVS, Cardinal, McKesson, Meijer, QVC, Kroger, Lowes, Amazon. Product lines include Mabis, DuroMed, Brazos, Switch Sticks, Heelbo, Heelboot, Plastibell, Cord Clamp (former Hollister lines), and HealthSmart*

### **CHIEF OPERATING OFFICER HEALTHSMART (2015 – Present), Executive Vice President (2012 – Present)**

Promoted to corporate officer accountable to turnaround largest division P&L within negative operating culture that had been declining in sales and profitability for five consecutive years. Charged to turn HealthSmart profitable, implement sustainable revenue growth plans and grow margin dollars significantly over the next five years.

- Grew EBITDA FY'16 over FY'15 by 100%, and FY'15 over FY'14 by 27% through high margin product launches and eliminating low margin sales. Raised prices across channels in a highly commoditized and competitive playing field. Responsible for all facets of new brand development and launch including organic NPD, R&D and acquisitions / integrations.
- Through the rebuilding of sales and marketing teams, grew strategic business segments more than 30%+ for three consecutive years while concurrently shedding low margin commodity businesses.
- Implemented sales pipeline planning processes and customer targeting methods driving an increase in new business by 40% after year one. Drove an increase in sales of \$3 million for FY 2012, \$8 million for FY '13 – '15.
- Leveraged a significant increase of gross margin through strategic price increases and emphasis on higher margin products while carefully implementing strategic vendor consolidation and COGS optimization tactics.
- Created five year comprehensive business strategy and long range sales plan encompassing new product development, new market entry and expansion, product rationalization and exit of low margin products and customers, brought clarity and focus to disparate commodity approach and drove the transition to high margin, highly differentiated environment. Recognized by Board of Directors for “First comprehensive plan ever”.
- Created firm-wide cultural transformation process to inspire achievement of results. Critical operating measures improved such as On-time shipping by 9%, backorders by 12%, customer satisfaction by 15%. Employee engagement survey improved by 20% in one year.
- Shifted marketing organizational focus from a tactical broad distributor focus, to one of specialized customer brand intimacy by developing a core brand promise including identity, which connects technology to life needs, consumer brand strategy, ecommerce presence, and promotional / social connection while shifting to OEM approach to ensure differentiation and competitive advantage of product features and services.

### **VICE PRESIDENT, SUPPLY CHAIN (2011-2012)**

*Hired to turnaround low performing supply chain consisting of 5,800 skus, 6 DCs, and 17 employees. Inherited 12% backorder value, 87% fill rate, 0% forecast accuracy, 40% of inventory on QC hold or excess no move, 2 turns per year.*

- Within 120 days of assuming role, developed three-year improvement plan spanning organizational effectiveness, sourcing, purchasing, and planning processes, improved free cash flow use, supply chain redesign and strategic improvement initiative prioritization including: Make vs. Buy, bonded offshore warehousing, packaging reduction, VMI, 3PL utilization, supplier consolidation, PO optimization, ocean consolidation
- Drove design and implementation of S&OP process across the enterprise. Designed all facets of process, metrics, change management and integration into the selling process. Key metrics improved as a result: Forecast accuracy from 0% to 70% at a 60 day lag for sku level planning. Reduction of obsolete inventory from 23% to 12%, Reduction in backorders from 12% of sales, to less than 1%. Improved inventory turns by 20%.
- Eliminated 1,125 non-performing SKU's which freed up 30% of warehouse capacity.
- Reduced far-east supplier lead times by 25% by implementing CPFR, service level agreements and scorecards.

**ArrowStream Chicago, Illinois****2009-2011***Non-asset based technology services business focused on optimizing supply chains within the food industry.***VICE PRESIDENT, SUPPLY CHAIN SOFTWARE SALES AND OPERATIONS**

Recruited to manage P&L for \$125M software as a service (SaaS) and supply chain services firm; managed direct reports in Sales, Customer Service, Industrial Engineering, Project Management and Information Technology.

- Grew revenue from \$70M to \$125M through improved sales processes. Delivered largest operating income and YOY growth percentage in company ten year history while improving firm profitability by 23%.
- Negotiated and renewed over \$200M worth of customer contracts.
- Optimized supply chain networks and purchasing systems for Wendy's, Burger King, Applebee's, IHOP, Popeye's, PF Chang's, Sysco, US Foods resulting in over \$400M in COGS and freight savings.

**Newell Rubbermaid Oakbrook, Illinois****2008-2009****GLOBAL DIRECTOR, SUPPLY CHAIN**

Global business leader for \$1.5B office products division. Led Sales and Operations Planning (S&OP), sourcing and process improvement for 4 global regions across 2 Global Business Units.

- Reduced global forecasting error by 27% through process improvement and standardization.
- Led sourcing strategy project to reduce order lead time from Asia, reducing inventory carrying costs by 7%.

**Baxter Healthcare Deerfield, Illinois****2002-2008****SENIOR DIRECTOR, MARKETING Contract Manufacturing (2006-2008)****DIRECTOR, CONTINUOUS IMPROVEMENT Medication Delivery (2005-2006)****DIRECTOR, CUSTOMER SERVICE and DELIVERY (2003-2005)****SENIOR SUPPLY CHAIN MANAGER (2002-2003)**

Senior business "fast tracked" executive with consistent promotional record and large budget and operations accountability for \$800M global B2B global injectable formulation & contract manufacturing business, \$600M Renal medical products delivery business and \$220M supply chain warehouse and transportation network. Managed functions such as Marketing, Distribution, & Customer Service with up to 12 direct and 115 indirect employees.

- Grew sales by 20% by targeting specific customer molecules to match specific manufacturing capacity.
- Reduced costs by \$2M while improving customer satisfaction by 30%. Implemented contact center technologies integrating 4 separate platforms to improve call handling efficiency and quality.
- Implemented global S&OP process, resulting in 30% improvement in forecast accuracy.

**USF Logistics (Formerly US Freightways, Now YRCW) Long Grove, IL****2000-2002***\$500 million third party logistics division of \$3 billion US Freightways, asset based multi-mode transportation.***DIRECTOR / GENERAL MANAGER, OPERATIONS**

Reported to CEO. Accountability for P&L's of multiple warehousing facilities, Foreign Trade Zone and intermodal transportation with \$45M annual operating budget and \$100M inventory. Managed 12 direct and 280 indirect reports.

**Ameritech (Now AT&T) Hoffman Estates, IL****1997-2000****PROCESS IMPROVEMENT SPECIALIST / ASSOCIATE DIRECTOR SOFTWARE DEVELOPMENT****United Parcel Service (UPS) Addison, IL****1990-1997****OPERATIONS MANAGER / INDUSTRIAL ENGINEERING SUPERVISOR****EDUCATION****KELLOGG SCHOOL OF MANAGEMENT, NORTHWESTERN UNIVERSITY****MBA, Marketing/Strategy***Recipient: Baxter Healthcare Sponsorship (merit-based award)***Evanston, IL****December 2005****UNIVERSITY OF ILLINOIS****BS, Industrial Engineering***Emphasis: Operational Excellence, Process Control, Lean Six Sigma, Cost Reduction, Systems Integration**Recipient: UPS Sponsorship**Leadership: School of Engineering mentor, career speaker, intern/co-op program sponsor, Industrial Advisory Board***Chicago, IL****July 1997**