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## Wendi Taylor

*Principal and Director, Supply Chain Best Practices Group  
Criterion LLC*

### Education

PMP certified  
Project Management Institute  
M.S., Industrial and Systems  
Engineering, Georgia Institute  
of Technology  
B.S., Physics and Business,  
Principia College  
Lean Transformation Training  
Six Sigma Training

### Professional Credentials

- Supply chain and business process expert with over 25 years of experience working for manufacturers, distributors, retailers, and governments
- Expertise in strategy development, supply chain planning, facility and operations design, procurement, implementation of equipment and systems, lean transformation, and process improvement
- Accomplished corporate strategist, business transformation leader, and implementation manager; well-versed in facilitating process, technology, and organizational changes
- Diverse supply chain experience and working knowledge of almost every type of material handling and storage equipment in use today
- Familiar with the unique purchasing, production, handling, inventory, transportation and customer requirements of a vast range of products, enabling her to use her cross-industry knowledge to select the best innovative strategies and solutions for clients

### Professional Experience

**CRITERION LLC (formerly DELIVER-E PARTNERS) - Atlanta, GA**  
*Director, Supply Chain Best Practices Group* **2002-Present**

Built a successful client-focused practice that specializes in:

- optimizing supply chain networks,
- designing facilities, lean operations, and information flows to meet changing requirements,
- specifying, procuring and managing the implementation of material handling, storage, processing, and packaging equipment, and information systems,
- redesigning and integrating processes to create integrated lean flows of products and information,
- developing, financially evaluating, and analyzing the operational effectiveness of alternatives involving outsourcing, technology use, allocation of processing capacity across facilities, lease versus buy decisions, vendor relationships, partnerships, and better utilization of existing assets and resources,
- specifying, sourcing and implementing of software solutions, esp. warehouse management, ERPs, and eCommerce systems
- enabling continuous improvement, use of metrics, global supply chain optimization, and collaborative problem resolution,
- facilitating system installations and start-ups, and leading operation and inventory moves.

**AUXIS MANAGEMENT AND TECHNOLOGY SOLUTIONS -**  
**Coral Gables, FL and Atlanta, GA** **2008**  
*Senior Manager, Supply Chain Services*

As Senior Manager of Supply Chain Services with the Management Consulting Practice, managed supply chain evaluation, process improvement and optimization projects that deliver top ROI solutions to Auxis clients.

**CH2M HILL (formerly LOCKWOOD GREENE ENGINEERS) -**  
**Atlanta, GA** **1994-2008**  
*Managing Consultant*

Led planning meetings with clients' senior management teams to establish goals, develop alternative solutions, evaluate potential impacts of strategic decisions, and establish action plans.

Delivered strategic 5 to 10 year plans, sales forecasts, process design requirements, production/distribution capacity assessments, financial analysis models of alternatives, concept of operations narratives, value stream maps of material and information flows, material handling processing, packaging and storage equipment recommendations, specifications, and RFPs, and implementation support.

Conducted workshops for client teams composed of hourly labor through Board Members. Led brainstorming activities and taught how to apply lean concepts to production, distribution, and office processes. Developed instructional materials for Six Sigma training series.

Developed optimal supply chain plans for more than two dozen companies by evaluating distribution network options through the use of forecasting tools, financial models and supply chain modeling software.

Designed distribution and fulfillment centers, assembly and packaging facilities, and discrete, continuous flow, and cellular manufacturing plants.

Designed customized processing and distribution operations including receiving and inspection systems, raw materials, bulk and WIP handling and staging, assembly, production, conveying and sorting systems, finished goods handling, storage, replenishment and order picking systems such as carousels, AS/RS, AGVs, lift trucks, pallet rack, flow rack, bucket brigade, pick-to-light, voice-directed picking and more, packaging equipment, returns processing, battery systems, and shipping and yard control systems.

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## Wendi Taylor (continued)

Designed lean manufacturing operations, utilizing techniques and principles such as Value Stream Mapping, work balancing, KISS, automation, “pull”, cellular, JIT, CIP, ABC, Kaizen, and Kanban.

Successfully met or exceeded clients’ objectives, usually including profit maximization, by identifying and implementing improvements such as increasing throughput, reallocating assets, minimizing material handling, reducing cycle time, simplifying material flow, improving quality, achieving consistent on-time delivery, increasing inventory turns, reducing scrap, and strategic use of outsourcing.

**CAPS LOGISTICS – Marietta, GA** **1991-1994**

*Bus. Development Mgr., Supply Chain Designer & Vehicle Routing Software*

Spearheaded new business efforts that secured over \$2.5 million in consulting and software sales in one year. Qualified prospects, identified and assessed prospects’ buying influences and needs, specified system requirements, created and presented business proposals, and negotiated contracts. Established and maintained ongoing client relationships, resulting in repeat business. Responsible for defining prospective customers’ strategic supply chain planning and vehicle routing software requirements, for communicating these needs to programmers, and for ensuring that the customized software correctly modeled customers’ operations and provided results that could be implemented.

**URS LOGISTICS – Atlanta, GA** **1989-1991**

*Director of Operations Services*

Planned and managed numerous facility start-ups and expansions. Contributions included budgeting, planning processes, developing concept of operations, setting up operations and offices, hiring and training. Facilities were a 140,000 SF refrigerated distribution center in Georgia for Wal-Mart’s Sam’s Club, a 130,000 SF packaging and case picking facility in California for Oscar Meyer, an 80,000 SF frozen food warehouse in Alabama, and a 405,000 SF 3PL facility in Indiana.

**DELOITTE & TOUCHE (THE GARR CONSULTING GROUP) – Marietta, GA and New York, NY** **1987-1989**

*Consultant*

Led and managed pre- and post-sale consultative teams. All consulting projects managed were completed on time and within budget. Kept team focus on customer satisfaction, cost, and specific project goals.

Was key contributing member of teams that economically justified, designed or improved, and supported implementation of processes, equipment, procedures, and labor standards and incentives for

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## Wendi Taylor (continued)

manufacturing, assembly, processing, packaging, and distribution operations.

Designed warehouses, retail distribution centers, consolidation facilities and fulfillment centers. Established building and equipment throughput and capacity requirements, designed facility layouts, designed and specified material handling systems, and procured equipment and information systems.

**MATERIAL HANDLING RESEARCH CENTER, GEORGIA TECH -  
Atlanta, GA** **1985-1986**  
*Research Consultant*

Provided consultation to companies who were MH Research Center members. Developed vehicle routing and scheduling software that was later marketed and sold as part of a package. Wrote white papers and presented at membership conferences.

### **Selected Experience**

**ABB CONCISE - Coral Springs, FL**

Guided the selection of an eCommerce and Order Management Solution for the nation's largest distributor of contacts and ophthalmic lenses. Enabled the company's customers, more than 17,000 eye care practitioners plus their patients, to order and in most cases receive overnight from the widest inventory available in the industry (well over 1 million SKUs), while lowering ABB Concise's distribution costs by smart allocation of inventory from across company's supply chain to fulfill orders and consolidation of shipments.

**ALL AMERICAN GOURMET - Atlanta, GA**

Designed layout for processing, end of line packaging and repackaging of frozen foods to be sold through a volume discount retailer. Developed standards for processes.

**ARMY AND AIR FORCE EXCHANGE SERVICE (AAFES)**

Modeled the U.S. military retail operations distribution network, including all military base store locations, using supply chain modeling software. Resulted in optimized strategic logistics plan, quicker order delivery to stores, lower distribution costs, and a distribution network model that could be used for future reallocation of distribution assets to continually improve service to stores and minimize transportation costs.

**BIRDSEYE FOODS - Berlin, PA**

Designed rail-to-truck transfer, cross docking and rail receiving at frozen vegetable processing facility.

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## Wendi Taylor (continued)

### **BROWN AND WILLIAMSON - Macon, GA**

Conducted a benchmarking survey of practices among consumer products companies regarding coding of individual packages and shipping containers. Compiled results into a report available to participating companies.

### **CENTRALINA - Charlotte, NC**

Conducted interviews/surveys of companies in technology-based industries throughout a 16 county area around Charlotte, NC for a government-sponsored collaborative group focused on supporting economic development. Purpose was to learn how to help attract and grow profitable, technology-based companies to the area to increase tax revenue.

### **CONFIDENTIAL STEEL COMPANY - Eastern U.S.**

Developed three alternative conceptual plans and cost estimates for combining the assets of two steel-making plants with a combined capacity of over 6 million tons per year. Used life cycle cost analysis to compare alternatives. The analysis evaluated operating costs, maintenance, raw material costs, energy consumption costs, labor, overhead, transportation, the options of importing, purchasing equipment, and rebuilding equipment, and the effects of advancing or delaying capital spending.

### **DESTER LLC - Roswell, GA**

Led the effort to totally separate this airline catering supplies company's supply chain from its sister company. Guided the selection process for outsourcing the entire supply chain, including management of container consolidation, transportation from Asian and European manufacturing sites to ports, ocean freight, customs brokerage service, inbound transportation from ports to warehouses, storage and order picking, and distribution to airline customers' locations primarily in North and South America.

### **DEAN FOODS - Indianapolis, IN**

Implemented yard management, receiving and shipping improvements. Developed systems to communicate, track and control vehicles. Set security measures. Resulted in better knowledge and control of inventory that was in transit, better coordination of unloading and loading of vehicles so that trailers that contained inventory needed for current orders could be prioritized, and improved security and process flow in the dock and trailer staging areas. On-time deliveries and fill rates both improved dramatically.

### **DIVERSIFIED FOODS AND SEASONINGS - Metairie, LA**

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## Wendi Taylor (continued)

DFS provides customized food creations and seasonings to Popeye's Fried Chicken restaurants, Copeland's restaurants and select hotels and clubs. Led a workshop to educate DFS' personnel on Lean and Agile manufacturing and coordinated the development of a plan to consolidate the food processing operations of three plants in three states into one Lean and Agile site. Integrated plan anticipated a 50% increase in production and achieved operating synergies leading to significant productivity increases from receiving, through all common operations, to shipping.

### **DUPONT MERCK PHARMACEUTICAL COMPANY - Duluth, GA**

One of the world's largest pharmaceutical manufacturers, DuPont Merck wanted an automated shipping selection system at their Duluth distribution center, which serves 3,000 customers. Due to the products' short shelf lives, special shipping requirements, and some customers' medically urgent need for quick delivery, the legacy transportation planning process did not adequately insure proper service levels. The new system developed selected the best mode of transportation based more often on minimizing delivery time than on least cost. Besides greatly improving the scheduling process and customer satisfaction levels, the system was also able to save DuPont Merck about 15% on shipping costs.

### **ELI LILLY - Indianapolis, IN**

For this \$19 billion company, determined the requirements for and designed a spare parts and supplies warehouse serving two campuses of pharmaceutical production facilities and distribution operations in the Indianapolis area. This facility replaced numerous storage areas throughout the production and distribution campuses' approximately two dozen facilities. The consolidated operations reduced the required levels of parts and supplies inventories while making possible the rapid replacement of parts and supplies to critical pharmaceutical processing and order fulfillment operations.

### **FLORIDA FOOD PRODUCTS, INC. - Eustis, FL**

Developed a strategic business plan for FFP, an agribusiness specializing in plant extracts as ingredients for the food, cosmetic, pharmaceutical, nutraceutical, and agricultural industries. Their operations include juicing, filtering, blending, clarifying, concentrating, vacuum freeze drying, evaporation, and other processes to convert farm-fresh raw materials into saleable ingredients. After a thorough on site review of FFP's various processing and storage capabilities and capacities and an analysis of its current products' markets, led a week-long executive brainstorming and work session to develop a detailed strategy for profitably growing the company. The result was a business plan involving new products, new forms of current products,

and new markets, as well as new allocations of existing processing and storage assets and plans for expanding capacities to meet projected increases in demand.

**FLORIDA'S NATURAL GROWERS - Lake Wales and Bartow, FL**

Developed an optimized master plan for the Bartow site. The objective was to determine how to maximize the not-from-concentrate juice processing capabilities of the property, which included a farm of one-million-gallon tanks, fruit staging and unloading areas, juice extraction operations, a packaging facility, finished goods warehousing, by-product processing, and shipping. Factory Flow software was used to compare the material movement costs of several alternative site layouts. Despite the challenge of limited rail access, current process bottlenecks, immovable buildings, grower required fruit storage, and wastewater recycling and treatment, the approved plan tripled the site's previous juice processing capabilities.

**FORD MOTOR COMPANY - Detroit, MI**

Defined requirements for a tactical and operational information system that provided visibility of this vehicle manufacturer's internal and external supply chain. The objective was to enable Ford to collaborate with suppliers and transportation providers in order to synchronize deliveries, minimize inventories, and maintain the flexibility to be able to respond optimally to demand. System developed provided the information to both the company and the 3PL car carriers it used, resulting in lowered freight costs for moving new automobiles from plants to dealerships.

**GLAXOSMITHKLINE - Zebulon, NC**

Created content regarding Glaxo's Zebulon campus for Glaxo's intranet. Included historical, functional, capability, and capacity information and some layout diagrams for eighteen manufacturing and support structures on the campus.

**HEXCEL SCHWEBEL - Anderson, SC and Seguin, TX**

Identified opportunities for consolidation, cost reduction, enhanced asset utilization and increased competitiveness for two business units with two textile manufacturing and several warehousing locations. Created an operational and financial analysis model to compare three strategic alternatives with current operations. Provided the client with a comprehensive financial tool to perform further studies, including sensitivity analysis. Redesigned the client's financial performance metrics to include an Economic Value Added approach.

**ILC DOVER - Frederica, DE**

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## Wendi Taylor (continued)

ILC Dover, a company that designs and makes personnel protection equipment such as spacesuits, biohazard containment solutions, escape hoods, and gas masks, wished to bid on a DOD RFP for 12 million protective mask filters to be supplied over ten years. They turned to Criterion to develop a strategic roadmap for finding and negotiating with potential suppliers in order to procure the mask filter's components at costs low enough to win the bid. Criterion identified the critical factors influencing costs for the various components, which ranged from commodities to complex subassemblies to materials with only one known source, and provided ILC Dover's procurement team with a procurement management plan that would put ILC Dover in the best position to win the government's project.

### **INTEL - Hillsboro, OR**

Designed facility layout for an 800,000 SF computer assembly operation, which includes raw materials and finished goods warehouses. Developed a detailed description of operations. Provided specifications for material handling equipment, coordinated design with the architectural, HVAC, and construction members of the project team.

### **NEWARK - Gaffney, SC**

For this distributor of the broadest selection of electronic components and test equipment (over 250,000 SKUs) to millions of customers, created cost and service model of company's entire demand and supply to use to determine its optimal supply chain structure. Model calculated the costs and achievable service levels for feasible geographic scenarios, including inbound and outbound freight, air hub locations and cut-off times, required inventories, distribution facility operation costs, order fulfillment rates and times, and capital investment. For the least distribution cost solutions, used the model along with demographic data to test the sensitivity of the overall cost and days-to-deliver to variable demand. Results gave Newark choice of two equal cost and service level best solutions, one having one and the other two North American distribution centers locations.

### **OSCAR MEYER - Ontario, CA**

Designed all material handling, storage and control systems for a new 130,000 SF distribution center that stored meats and pickles. Resolved building and storage area fire code issues. Prepared bids and selected equipment and systems vendors. Monitored installation of equipment. Set up office and provided training on office procedures. Hired warehouse and office personnel. Created a procedures manual.

### **PEPSI-COLA BOTTLING GROUP - Denver, CO**

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## Wendi Taylor (continued)

Conducted Visioneering workshop for bottling and distribution facility in order to design site layout concepts with maximized capacity and operational improvements. Despite severe site constraints, developed and compared design alternatives based on material handling costs, labor costs. Did detailed analysis of material flow costs for each of the alternatives using Factory Flow, a modeling tool based on CAD. Selected and recommended optimal site master plan, including layout of bottling, distribution and yard areas, and material handling improvements.

Determined current and future raw materials and finished goods storage requirements based on seasonal production schedules. Proposed layout and material flow changes to the existing facility to meet the proposed production increase. Developed a workable layout in a very restricted building. Developed storage alternatives for these locations and determined estimated personnel required to operate the warehouse and the associated approximate payroll costs for those alternatives.

Conceptual development included operation requirements for all of the material handling and storage systems of the facility including: conveyor systems; forklift trucks; pallet racking; warehouse and storage layouts; and miscellaneous material handling devices. Developed and specified material handling fleet requirements. Developed detailed roads, access and storage layouts for tractor trailer vehicles on the site.

### **PEPSI GEMEX - Mexico City, Mexico**

Participated in enterprise wide study of client's business processes, operations and organization, resulting in a recommended realignment program to meet client's strategic objectives. Conducted analysis of and recommended changes to business processes and organization in a vertically integrated, 32-plant anchor bottling business. Recommendations included streamlined processes, execution of processes at the correct level within the organization, streamlined functionally oriented corporate and regional organizations, and the introduction of focused work teams and cell support structures in the plant level organizations.

### **THE PERRIER GROUP OF AMERICA - Greenwich, CT**

Used the Supply Chain Designer module of the CAPS LOGISTICS TOOLKIT to analyze Perrier's water products' supply chain from the springs through bottling and on to customers. Determined the optimal location for a new \$70 million bottling facility and the facility's capacity requirements for five years. Participated in the new facility site selection, designed the facility operations and equipment layout,

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## Wendi Taylor (continued)

developed alternative technology PET bottle handling solutions, and created a model to assess the financial impact of processing and material handling design alternatives.

### **PERRIGO - Nashville, TN**

Developed computer model to determine best strategic plan for manufacturing and distributing Perrigo's consumer products, including over-the-counter drugs. Used modeling software to determine where to manufacture and in what quantities, where and when to apply generic and store brand labels, where to store product and in what quantities with and without labels, and which customers to supply out of which warehouse or plant.

### **PLAID ENTERPRISES - Norcross, Decatur, & Stone Mountain, GA**

Co-locating Plaid Enterprises' two newly acquired businesses' (Bucilla and All Night Media) manufacturing operations into one facility with Plaid's core manufacturing business, craft paint mixing and packaging and craft kit assembly, was one of many projects we accomplished for Plaid. Adjacency and utility access issues were overcome by our team, which put alternative layouts to the test and determined that a former Macy's Distribution Center would work well for Plaid's consolidated processing and packaging operations.

### **SAM'S CLUB - Atlanta, GA**

Designed new distribution center, hired warehouse and office personnel, and helped with all aspects of start-up. Planned and successfully conducted the first ever paperless inventory taking using voice recognition system in refrigerated storage areas of 34 and 0 degrees Fahrenheit. Created the MSDS reference manual for the site and established on-going procedures for its use and updates.

### **SARA LEE BAKERY - Chicago, IL; Indianapolis, IN; Eastern NC**

Facilitated distribution center changes and equipment upgrades. Performed study to determine slow and fast freezing requirements to ensure quality of the goods shipped and to make sure that the proper temperature was maintained while the goods were in transit given the weather, truck and route conditions. Reslotted storage. Analyzed jobs in order to develop proper job descriptions. Implemented productivity tracking system. Created new forms and procedures for use in the receiving/shipping and personnel offices.

### **SUN COMPANY, INC. (now Sunoco, Inc) - Radnor, PA**

Using state-of-the-art distribution network and vehicle route planning software, developed software tool that enabled this fuel distribution company to optimize the delivery of several petroleum products from fuel storage locations to gas stations throughout the eastern United

States. The computer model of Sun's fuel supply chain was designed to be very flexible so that Sun Company personnel could easily change variable system parameters such as the availability of private fleet vehicles or delivery windows for specific locations.

**TRACTOR SUPPLY COMPANY - Nashville, TN**

Numerous projects successfully completed for this growing retailer. Responsible for distribution network planning, transportation planning, two DC site selections, and design and installation oversight of two new distribution centers' operations. State-of-the-art logistics modeling software was used for distribution planning. Design work included conveyors, fork trucks, and other material handling equipment, dock equipment, storage rack systems, battery charging equipment, warehouse management systems, and voice-directed order picking systems. The retailer has very profitably grown from about 350 stores in 18 states when initial supply chain network design project was done to more than 750 stores in 40 states.

**TYSON - West Memphis, AR**

Planned new procedures for processing poultry exports. Helped design new facility's equipment and systems, wrote specifications and evaluated material handling and processing equipment bids.

**VISIBLE GENETICS, INC. - Toronto, Canada**

Compared the use of competitive genetic testing equipment at various laboratories performing HIV and cancer-related analysis for patients and research. The purpose was to determine the relative advantages and disadvantages of the competitive equipment in terms of sample test turnaround time, labor requirements, ease of use, process methodology, flexibility and the quality of the results. Helped this genetics testing equipment company set up, refine and document their processes and protocols for cancer and HIV genetic testing in their labs. Also, helped plan a new assembly operation which made genetic testing kits to be sold to work with their genetic testing equipment.

**VOLVO TRUCKS NORTH AMERICA - Dublin, VA**

Planned and designed on-site warehousing at Volvo's U.S. truck manufacturing operations to improve the level of service to assembly and painting operations and also satisfy Volvo's required internal rate of return. The project's scope included development of an extensive parts database, alternative concept development and comparison, development of facility and equipment general arrangements, recommendations for suitable material handling equipment, estimation of equipment costs, and a thorough economic analysis supported through the development of a financial model. The model was used to help determine operationally and financially justifiable concepts and to

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## Wendi Taylor (continued)

provide a basis for a recommendation for on-site warehousing functions, which satisfied Volvo's guidelines for financial returns.

### **WALMART - Bentonville, AR**

Provided a software model to be used twice a year by Wal-Mart to allocate stores' returned merchandise to Wal-Mart's more than 50 Return Centers in the U.S. The objective was to minimize total costs for handling the returns, taking into account expected return volumes, Return Center capacities, reverse logistics routes, and freight and facility operating costs.

### **WASHINGTON STATE LIQUOR CONTROL BOARD - Seattle, WA**

Designed the highly automated, ergonomic material handling and control systems for a new 165,000 SF distribution center which handles the entire state's liquor distribution. Planned operations and wrote specification package for all equipment and controls.

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## Wendi Taylor (continued)

### ADDITIONAL CLIENT ENGAGEMENTS:

- AARP – Ft. Washington, PA
- Applica Consumer Products, Inc. – Miramar, FL; Little Rock, AR
- Avon Products, Inc. – New York, NY
- Banta Corp. (bought by RR Donnelley) – Menasha, WI and 5 other locations in WI
- Boscov's, Inc. – Philadelphia, PA
- Bush Brothers & Company – Knoxville, TN; Chestnut Hill, TN; Blytheville, AR
- Caldor, Inc. – Norwalk, CT
- ConAgra Foods, Inc. – Omaha, NE
- Consolidated Stores Corporation – Columbus, OH
- Conston, Inc. – Philadelphia, PA
- Digital Equipment Corporation (now merged with HP) – Waltham, MA
- Ecco Shoes – Denmark; Londonderry, NH
- Edge Flooring, The – Dalton, GA
- Edwards Baking Company – Suwanee, GA
- G. Fox (became Filene's, then Macy's) – New York, NY
- Gap Stores, Inc., The – San Francisco, CA
- Genovese Drug Stores – Melville, NY
- Hellmann Worldwide Logistics – Wagram, NC; Miami, FL
- Herbalife – Carson, CA
- Kroger Company, The – Cincinnati, OH
- May Department Stores Co., The (Strawbridge's – Arlington, VA; Filene's Basement – Boston, MA; Lord & Taylor – New York, NY; Marshall Field's – Minneapolis, MN)
- Medline Industries, Inc. – Mundelein, IL
- Mizuno – Duluth, GA
- Ore-Ida Foods (Owned by H.J. Heinz Company) – Pittsburgh, PA
- Orgill Bros. – Memphis, TN
- Oscar Mayer & Company (Owned by Kraft Foods, Inc.) – Madison, WI
- Prudential Company, The – Philadelphia, PA
- Publix Supermarkets – Lakeland, FL
- Rich Products Corporation – Buffalo, NY
- Sanford L. P. (Division of Newell Rubbermaid) – Shelbyville, TN; Oakbrook, IL
- Swift & Company – Greeley, CO; Cactus, TX
- Tyson Foods, Inc. – West Memphis, AR; Springdale, AR
- Waste Management, Inc. – Atlanta, GA; Lombard, IL
- WestPoint Home – Wagram, NC
- Wm. Wrigley Jr. Company – Flowery Branch, GA
- Younkers (Owned by Saks Incorporated) – Ankeny, IA