

# TRACY A. FREEMAN

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## BUSINESS TALENTS

Highly energetic leader with 25+ years of global supply chain experience in industry, management consulting, and academia with proven results in:

- Training, coaching, and mentoring clients, team members, and students in various facets of the supply chain and leadership
- Building and leading supply chain organizations
- Increasing organizational effectiveness and delivering significant business results

## PROFESSIONAL EXPERIENCE

### North Carolina State University

#### Operations and Supply Chain Management (SCM) Lecturer, 2010 – present

Teach various Operations and SCM courses at the graduate and undergraduate level, such as:

- Operations and Supply Chain Management – teaches the concepts in planning, controlling, and managing the operations and supply chain function of manufacturing and service firms. Topics include strategy, business processes, quality, forecasting, production planning and control, logistics, and lean manufacturing
- Sourcing and Procurement – designed to help students develop knowledge of principles in global purchasing and supply management. Topics include spend and market place analysis, request for proposal, supplier evaluation and selection, total cost of ownership, fact based negotiations, supplier management, make vs. buy, and product life cycle.
- Supply Chain Practicum - is a required capstone course for OM/SCM MBA majors. This course is comprised of a team-based real world project working with companies such as Caterpillar, Bank of America, GlaxoSmithKline, and Bayer on global SCM issues.

### Meredith College

#### Operations and Supply Chain Lecturer, Fall 2011

Taught MBA Operations and Supply Chain Management course which focused on the design, operation, and improvement of the organizations' operations and supply chain. The topics and techniques taught included solving problems for designing, planning, and controlling of operations and supply chain

### Accenture, Supply Chain Partner

#### Various Supply Chain Management Projects, 1998 to 2010

- Strategic Sourcing
  - Led multiple strategic sourcing programs delivering \$350+ million in savings with various clients
  - Built sourcing skills by training client team members and Accenture junior staff in procurement processes and techniques, such as strategic sourcing methodology, total cost of ownership, internal and external profiling, and fact based negotiations
- Procurement Transformation
  - Interim (17 months) Chief Procurement Officer for client's supply chain organization
  - Led comprehensive procurement transformation consisting of organizational design, purchase to pay process and policy development, procurement technology implementation, and strategic sourcing all supported by a change management program focused on communication, executive sponsorship, performance and compliance management
- Procurement Organizational Design
  - Participated in the design and development of 3 procurement organizations
  - Created 2 Delegation of Authority to improve procurement controls and compliance
- Supplier Collaboration and Integration
  - Identified and assessed critical business capabilities, major functional business requirements, and gaps
  - Developed high-level "As-Is" and "To-Be" business process architectures
- Distribution Network Design
  - Developed various scenarios for the ten specified material categories
  - Recommended streamlined distribution network based on supply chain best practices, cost, and proposed customer service levels

- Outsourcing Due Diligence
  - Led the strategic sourcing aspects of 3 procurement outsourcing evaluations
  - Supported the business case / value proposition development and implementation plan for the commodities with estimated resources, schedules, and roles/responsibilities
- Training
  - Accenture Management Consulting University faculty member
  - Developed and instructed multiple training classes for Accenture and various clients with a focus on knowledge transfer; subjects included project management, leadership, communications, supply chain, and strategic sourcing

### **AT&T Supplier Management, Atlanta, GA**

#### **Network Supplier Management, 1994 to 1998**

- Created and led a centralized Network Supplier Management organization from business case development through implementation of a systematic best-in-class approach for Network Services Division (NSD)
- Managed the AT&T and Lucent Technologies relationship governed by a multi-billion dollar General Purchase Agreement
- Additional success areas include documentation for ISO requirements, significant increase in procurement savings, improved supplier selection criteria based on total cost of ownership, introduced supplier management performance program, and established a Minority and Women Business Enterprise program for NSD

#### **AT&T/Lucent/NCR Restructuring Program Manager, Oct. 1995 to Mar. 1996**

- Selected to lead a special assignment for the AT&T restructuring, reporting directly to an AT&T Officer
- Completed assignment in 1/2 the allotted time in order to meet stringent deadlines such as the Lucent IPO
- Program managed 600+ major issues with a cross-functional team interfacing with all businesses within AT&T, Lucent, and NCR
- Implemented various agreements between AT&T and Lucent required for divestiture

### **AT&T Network Services Division, Atlanta, GA**

#### **Warehouse and Repair Operations, 1993**

- Led the consolidation of 3 warehouses to a centralized warehouse requiring planning and implementing a new warehouse management system and leading an organizational change
- Increased customer satisfaction, decreased costs, and reduced personnel while improving quality for the warehouse operation
- Relocated repair hub to the centralized warehouse, which decreased the cycle time of repairs and costs of operation, plus improved the quality of the process

### **Lucent Technologies (now Alcatel-Lucent), North Andover, MA**

#### **Manufacturing, 1988 to 1992**

- Responsible for the manufacture of Integrated Circuits. Managed 13 supervisors with 430 production associates on a three-shift operation
- Met or exceeded quality, shipping performance, and profit and loss goals
- Earned the AT&T Supplier Recognition Award for outstanding quality and service while doubling capacity

### **Lucent Technologies (now Alcatel-Lucent), North Andover, MA**

#### **Material Management, 1986 to 1988**

- Created a new organization to effectively manage new and discontinued items for manufacturing by partnering with Bell Laboratory designers for the successful product implementation, as well as the management of items being discontinued to reduce unusable inventory
- Scheduled integrated circuits in excess of 4,000 codes surpassing inventory turnover goals, while supporting continuous operations. Established a cost reduction/consolidation program for integrated circuits, which yielded over \$6 million in savings

### **Lucent Technologies (now Alcatel-Lucent), Allentown, PA**

#### **Procurement, 1983 to 1986**

- Negotiated, awarded, and managed \$90 million of AT&T's Integrated Circuit purchases, a product in worldwide shortage, for 13 AT&T customer manufacturing locations and related Bell Laboratory Design Centers
- Interfaced with multiple management and engineering levels to achieve quality, service and cost goals
- Implemented cost effective component selection for new and existing products and resolved difficulties associated with the procurement process

## **DEGREES and CERTIFICATIONS**

MBA, Appalachian State University, Boone, NC  
BSBA in Management, Appalachian State University, Boone, NC  
Certified Production and Inventory Manager (CPIM)  
Certified Purchasing Manager (lapsed)

## **PROFESSIONAL ENRICHMENT and MEMBERSHIPS**

Institute for Supply Management (ISM) Member  
Executive Management Program (Duke University)      Supplier Certification Partnerships (Auburn)  
Advanced Management Program (Rutgers University)      Leadership Development Program (Accenture)  
Supplier Quality Management (AT&T)      Supply Chain Management Curriculum (Accenture)  
Process Quality Management and Improvement (AT&T)      Principled Centered Leadership (Covey)