

JAMES IDEAL

SENIOR GLOBAL OPERATIONS EXECUTIVE | GM

Business strategist and operations executive with notable accomplishments in sales, operations, retail, and customer service. Global experience in Canada, Mexico, Chile, Argentina, and Brasil. Delivers exceptional Return on Invested Capital (ROIC) by communicating vision, optimizing processes, creating effective business models, acquiring resources, mobilizing teams, and managing to metrics. Delivered global strategies projected to produce \$50 million return on invested capital by working across regions and business divisions. Responds to challenges with confidence and focus through expertise in the following core competencies:

Core Qualifications

- Market Vision Strategy Planning / Execution
- Maximizing Business Alliances
- Resource Planning and Optimization
- Policy / Procedural Development
- Statutory Compliance / Governance
- Global Cross-Functional Leadership
- Change Advocacy / Management
- Organizational Process Improvement / KPIs
- Integrating Technology & Business Solutions
- Team Development / Deployment / Delegation

Executive Performance

Retail Inc.,

1992–2009

World's leading supplier of athletic footwear/apparel and major manufacturer of sports equipment with more than 30,000 employees worldwide and \$18.6+ billion in FY08 revenue.

Global Director of Customer Operations (2004–2009)

Provided strategic leadership for organization of 900 people driving global strategies and business model standards across four national brands by implementing innovative sales operations and supply chain solutions.

Directed cross-functional leadership team to develop comprehensive value chain strategy projected to produce \$50 million ROIC.

Drove 8% reduction in technology expenditures and average 38% ROIC on all technology enhancements.

Reduced costs \$2.2 million (17%) after eliminating waste within order fulfillment process while increasing retail Open-to-Buy dollars 2% through improved service levels.

Managed \$6 million budget 1% under plan.

Established comprehensive end-to-end scorecard projected to increase organizational productivity \$11.2 million (24%).

Deployed new data entry tool across five regions that allowed for reallocation of three employees and reduced claims \$750,000.

Collaborated with SAP on development of 30 enhancements to ERP functionality as part of future standard SAP packages.

Regional Director of Customer Service (1998–2004)

Drove development of emerging region for five dynamic international marketplaces. Coached, mentored, and developed country management teams on strategy deployment. Implemented new best practices to drive revenue and margin targets for region of independent businesses in Canada, Mexico, Chile, Argentina, and Brasil—generating \$500 million in annual revenue.

Reduced operating cost \$1.5 million annually and held SG&A flat, lowered days sales in inventory \$2.8 million, and improved delivery performance for key accounts from 78% to 83% through process reengineering and leveraging systems automation.

Led team developing and implementing e-commerce sales programs and online self-service capability that produced \$1.7 million in incremental revenue, reduced call volumes 26%, improved service levels 50%, and provided 24X7-customer service.

Regional Director of Customer Service (Continued)

Enhanced organizational efficiency by reducing number of reports from 480 to 75 (85%).

Improved service levels 81%, increased retailer Open-to-Buy dollars \$3.2 million and reduced time to market three days through service index rating system, strategic alliances with key customers, and service improvements.

Regional Business Systems Manager (1996–1998)

Drove business system strategies and system implementations to develop emerging region, generating \$300 million in annual revenue covering Canada, Mexico, Argentina, Brasil, and Chile. Simplified complex set of processes and systems to mesh them with global corporate standards.

Managed on-budget, within scope, and on-time implementation of six fully integrated, enterprise-wide systems solutions totaling \$100 million.

Directed more than 30 major enhancement/upgrade projects with less then 4% budget variance.

Senior Business Systems Analyst (1995–1996)

Collaborated in region startup of newly acquired local businesses in Canada, Mexico, Argentina, and Chile generating \$150 million in revenue. Facilitated development of new business processes, policies, and systems requirements needed to maintain business continuity and growth.

Directed more than 16 cross-functional enhancement releases with 100% on-time delivery.

Customer Service Representative (1993–1995)

Managed account base producing \$40 million in revenue within mature retail market with demanding standards for on-time delivery and accurate monthly assortment flow.

Maintained 75% on-time delivery performance for customer base, generating \$40 million in annual revenue.

Assistant Manager (1992–1993)

Member of management team at flagship store marketing full product assortment and educating consumers about patented technologies used in footwear, apparel, and accessory products.

Reduced on-hand POS inventory \$30,000 by developing processes and managing operational supplies inventory to reduce store operating cost.

A Express

1990–1992

Assistant Manager

Created store staffing plans, managed store inventories and cycle counts, conducted sell-through analysis, and developed merchandising plans for store.

EDUCATION / DEVELOPMENT / CERTIFICATION / AFFILIATIONS

B.S., Business Administration

Systemations Project Management and Systems Training School:

CERTIFICATIONS IN FAST START PROJECT MANAGEMENT, UNIVERSAL APPROACH TO SYSTEMS DESIGN AND FAST START TO BUSINESS SYSTEMS ANALYSIS

Second Level Spanish Instruction,

Emergency Management Certified,

President / Co-Founder, **Special Teams**

Member, **County Sheriff’s Office - Search and Rescue**

Member, **Research Groups**