

Steve Heistand

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Management Summary

Twenty plus years delivering results that help clients achieve their goals to be more competitive, global and efficient. Successfully led new system, supply chain, e-commerce a, overseas sourcing and M&A initiatives. Industry expertise includes retail, wholesale, manufacturing and financial services. Skills include addressing key stakeholder requirements, assessing opportunities, evaluating options, planning and implementing new systems and managing change.

Professional Chronology

Demand Logic, LLC

Senior Consultant from 2002 to Current

Major accomplishments include leading and taking full responsibility for large complex multi track business initiatives and providing advice on supply chain management (SCM), enterprise resource planning (ERP) and corporate financial systems.

Burlington Coat Factory (450 Department Stores) – Transportation Initiative

As the project manager, led change in parcel carriers from UPS to FedEx. The PMO brought me in to communicate a clear vision, provide team leadership, and define achievable deliverables within the project scope. The system and process changes impacted virtually all operations from SCM, stores, and e-commerce to administrative services and intra Asia shipments. Project Team included staff from FedEx, Bird Dog (freight auditors) and the different Burlington departments; with project leads for systems, internal rollout and vendor rollout. The annual saving is \$3 million.

Burlington Coat Factory – New Regional Distribution Center

Managed the project team efforts to build, test, integrate and deliver the systems for a new fully automated distribution center, as part of Burlington's SCM transition to a regional distribution model. Key stakeholder requirements came from SCM, Warehouse Management, IT, Merchandising, Inventory Management and Corporate Accounting. Managed the coordination and scheduling of Burlington staff and third party resources. System interfaces built between Manhattan Associates WMS systems, Dematic MHE, Oracle Financials and Burlington proprietary systems. Planned and led all aspects of testing including System, User Acceptance, Operational Readiness, Volume and Failover Testing. Their new distribution center opened on schedule.

Aplicor (CRM, ERP and SCM Systems Vendor) – SCM Research

Researched and wrote articles on SCM best practices to be used in the marketing of Aplicor's SCM system solutions.

Demand Logic – continued

Mervyns Department Store (187 Department Stores) – SCM Initiative

Provided PM and analytical services to improve the management of imported merchandise from Asian suppliers to west coast distribution centers. A temporary triage was setup to resolve delays while implementing changes. Systems and processes were changed to integrate information timely and accurately across Manhattan Associate's WMS, JDA Retail Systems and 3PLs systems. A SCM workbench was developed to provide early visibility with shipments originating from Asian ports and to expeditiously resolve exceptions. The delays were virtually eliminated.

Mervyns Department Store – Build a New Retail System

As one of the engagement managers, coordinated staffing requirements for a major business restructuring to spinoff Mervyns from Target. Project scope covered all IT systems from JDA merchandising systems, Manhattan WMS, and Store Systems to a new data center. Mervyn's was up and running 100% on their new systems within 15 months.

Arby's Restaurant Group – M&A Initiative

Consulted on Arby's merger with Sybra and RTM to form Arby's Restaurant Group (ARG). Assisted with the planning to consolidate business systems, build a new datacenter, and setup accounting structures for corporate and field operations. Coordinated activities between ARG's legal team, finance team, Triarc (ARG's parent company) and outside consultants. Managed the implementation of corporate accounting, payroll and human resource systems. ARG, the new organization, started operating on schedule.

Dicks Sporting Goods (200 Large Box Retail Chain) – M&A Initiative to Merge Supply Chains

As the project manager and senior systems analyst, drove the efforts to integrate Galyans Sports' supply chain systems with Dicks Sporting Goods. The challenge was changing Dicks Sporting Goods distribution model from a single distribution center to regional distribution centers; while at the same time, integrating all the Galyans' stores, inventory and personnel. Project deliverables included converting Galyans distribution center, implementing Infor WMS, and interfacing the WMS to store and host systems, (JDA MMS, People Soft Financials, E3 Replenishment and Arthur Allocations). The merger of supply chain systems was completed on time.

Gart Sports (250 Large Box Retail Chain) – M&A Initiative to Merge Supply Chains

Worked with Gart's team to define requirements and led the integration of Sports Authority's (SA) supply chain systems into Gart's retail and merchandise systems. As the SME on SA systems, worked with Gart's SCM team to bring them up to speed on the SA model. As the IT lead, assembled a project team, developed implementation plans, led IT efforts to re-configure Manhattan Associate's WMS for three DCs and build interfaces to Gart's retail, store and finance systems. The DCs continued to operate on a normal schedule throughout the transition.

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Sports Authority (125 Large Box Retail Chain) – New WMS

Brought in by the CIO to organize efforts and lead the implementation of a new distribution center, after the project had fallen behind schedule. Tasks included the implementation of all system infrastructures, Manhattan Associates WMS, and interfaces with MHE, JDA retail systems, Lawson financials and store systems. The DC was implemented on-time, within budget, and without interruptions to the supply chain while achieving gross margin objectives.

Sports Authority – Store Technology Refresh

Researched and planned a strategy to refresh store technologies and systems. The scope included POS, credit card processing, store communications portal, inventory management, kiosk, RF technologies, host support systems, and system interfaces.

SignOn Consulting Group, Inc Business Systems Consulting and Manage Services Managing Partner from 1991 to 2002

After becoming managing partner, revenues grew over twenty fold. Half of the growth resulted from two mergers. Leading a renewed approach on delivering quality to the clients and updating the consulting practices accounted for the other half of the growth. Planned and directed the delivery of billable services to clients; managed a staff of 70; supported the sales team in closing new engagements; and managed partnerships with IBM, Microsoft, HP and Cisco. Managed the large anchor accounts (Chase Manhattan Bank, Lennar Homes, Royal Caribbean, Ryder Systems and Sports Authority) and consulted on the following engagements:

Royal Caribbean International – Transition away from Proprietary Systems to Vendor Solutions

Developed and planned strategies with senior executives to replace homegrown legacy systems with solutions from the leading software providers for airline reservations, supply chain and human resources. Upgraded the financial systems, implemented American Express for passenger charges and developed a shipboard personnel training program.

Sports Authority – ERP Implementation

After being asked to assist with a new JDA implementation, made recommendations and defined requirements for POS, WMS and Invoice 3 Way Match interfaces.

Sports Authority – SCM Transition

Acting as their internal PM and senior analyst, worked with Accenture and senior management to implement SA's first distribution center. Led the implementation of Manhattan Associate's WMS and the development of interfaces to the MHE, host systems and store systems.

SignOn Consulting Group Vice President from 1987 to 1990

Consulting revenues doubled by improving the quality of services delivered to clients. Services were maintained at the highest levels by assessing skills, initiating training and establishing engagement standards. Implemented IBM agent program to sell and support IBM midrange systems. Sample of clients: Ryder Systems, Wackenhut Security and Lennar Homes.

SignOn Consulting Group Senior Programmer and Business Systems Analyst from 1981 to 1987

Provided custom software solutions to clients and managed programming staff. Sample of clients: Chase Manhattan Bank, Ryder Systems, American Title, Sherry Manufacturing.

Education and Training

Florida International University: While working 40 plus hours a week, completed 75% of credits towards a BS in Computer Science with a 3.6 GPA in core subjects and a 3.4 GPA overall.

Villanova University Executive Education – Six Sigma Master Certificate:

- Six Sigma Black Belt
- Lean Six Sigma
- Mastering Project Management

University of Tennessee Executive Education:

- Supply Chain Management Strategies
- Demand Management

University of San Francisco Executive Education:

- Functional Perspective of Supply Chain Management
- Tactical Implementation of Supply Chain Management
- Strategic Best Practices of Supply Chain Management

Various IT Education and Training:

- IBM, Lotus, Microsoft
- Web Development, e-Commerce (B2B, EAI Integration, EDI)

Business Systems Experience

- Manhattan Associates PkMS & WMOS
- JDEwards ERP & Financials
- JDA MMS, E3 & Arthur
- Lawson Retail & Financials
- Ultimate PR & HR
- Inovis EDI
- ADP Payroll
- Great Plains ERP & Financials

PMI Member