

Sam Narayanasamy



SUMMARY

Strategic and results-driven Senior IT Leader with over 20 years of experience driving digital transformation across the entire supply chain, from Planning and Sourcing to Manufacturing and Distribution. Adept at developing and executing IT strategies that optimize supply chain operations, align with business objectives, and deliver tangible performance improvements. Expert in leveraging advanced technologies to streamline end-to-end processes, enhance operational efficiency, reduce costs, and improve product quality. Proven success in leading cross-functional teams and managing large-scale, global programs that drive innovation and support the seamless integration of digital solutions across all aspects of the supply chain. Committed to delivering measurable results through effective alignment of IT initiatives with core business strategies.

KEY RELEVANT EXPERIENCE

8+ Years of driving digital transformation across planning, sourcing, manufacturing, and distribution through cutting-edge IT solutions (**Zimmer Biomet – Medical Device Industry**)

Order to Cash ERP Transformation (SAP S4 HANA):

Led end-to-end integration and program management for a large-scale S/4HANA implementation in partnership with Deloitte/SAP, aligning sales, distribution, supply chain, finance, demand & supply planning, warehouse management, and analytics. This initiative reduced the number of ERP systems from 59 to 10, enabling business growth and faster decision-making.

Indirect Procure to Pay Transformation (SAP ARIBA):

Led end-to-end integration and program management, deploying the SAP Ariba-based Source-to-Pay solution across NAM, EMEA, and APAC in two phases as part of the ZB IT digital transformation strategy

End to End Global Supply Chain Transformation (SAP IBP):

Led End-to-End Supply Chain Transformation: Established supply chain visibility, reliability, and agility by deploying integrated SAP IBP for demand, production, purchasing, and distribution planning across the network. Automated planning and execution systems for seamless end-to-end processes. (16 MFG Plants/42 Dist. sites)

Digital Smart Factory: Led the implementation and ongoing support of all manufacturing operations management systems, including CAMSTAR, DESIGO, Delmia, Wonderware, and QDAS. Additionally, restructured the Manufacturing IT Center of Excellence to provide global support, ensuring streamlined operations and enhanced efficiency across region.

10+ years of driving several business transformation programs across Sales, Finance, and Supply Chain. (**Stanley Black and Decker – Consumer/Industry Tools, Security Products**)

S&OP Transformation:

Collaborated with the Business Functional Team on the SFS Transformation, implementing a global demand forecasting and supply planning solution across the Consumer Tools, Storage, and Industrial Automotive Repair divisions, improving forecast accuracy, reducing lead time, and lowering inventory levels.

McKinsey Pricing Transformation:

Collaborated with C-suite executives on the McKinsey pricing profitability study, leading the establishment of an internal Pricing IT Center of Excellence (COE) that drove significant margin improvements.

Global Business Intelligence – Data & Analytics:

Led multiple global business intelligence initiatives for Stanley Works, focusing on sales and profitability, point-of-sale data, and executive dashboard

Roles

- IT Director Global Operations (Planning/Sourcing/MFG & Distribution)– Zimmer Biomet - 8+ Years
- S&OP Director - Stanley Healthcare – 5 Years
- Manager Global Demand & Supply Management IT COE- Stanley Black & Decker - 4 Years
- IT Leader Pricing COE/Global Business Intelligence DNA – Stanley Works – 4+ Years
- Programmer Analyst – Stanley Works – 2 Years
- Data Warehouse Consultant/Systems Analyst/Project Lead/Network Admin/Customer Service Engineer – Companies In India – 12 Years

Strengths to Leverage

- **Digital Transformation Leadership:** Expertise in driving end-to-end digital transformations, from strategy development to execution, ensuring alignment with business goals.
- **Global Program Management:** Proven ability to manage large-scale, cross-functional projects with complex integration and governance structures, ensuring seamless execution and long-term value.
- **Supply Chain & IT Integration:** Deep knowledge of supply chain systems, including SAP, ERP, and cloud platforms, with a focus on optimizing processes and enhancing operational agility.
- **Change Management & Stakeholder Engagement:** Strong skills in leading organizational change, fostering collaboration across teams, and ensuring smooth system and process adoption
- **Cost Optimization & Efficiency:** Track record of reducing operational costs, enhancing system resilience, and achieving measurable savings through strategic technology initiatives.

Interests:

- Charity Events – Musical Concert for A Cause
- Pickleball
- Volunteer Work at various community organizations
- Watch Movies/Flying

SAM NARAYANASAMY

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IT Executive Driving Digital Transformation and End-to-End Supply Chain Optimization for Sustainable Business Growth.

Summary:

Strategic and results-driven Senior IT Leader with over 20 years of experience driving digital transformation across the entire supply chain, from Planning and Sourcing to Manufacturing and Distribution. Adept at developing and executing IT strategies that optimize supply chain operations, align with business objectives, and deliver tangible performance improvements. Expert in leveraging advanced technologies to streamline end-to-end processes, enhance operational efficiency, reduce costs, and improve product quality. Proven success in leading cross-functional teams and managing large-scale, global programs that drive innovation and support the seamless integration of digital solutions across all aspects of the supply chain. Committed to delivering measurable results through effective alignment of IT initiatives with core business strategies.

Core Competencies:

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|------------------------------------|--|----------------------------------|
| • Strategic & Tactical Planning | • Business Relationship Mgmt. | • Process Reengineering (Kaizen) |
| • Digital Transformations | • Acquisitions & Integrations | • E2E Supply Chain |
| • SAP Implementations | • Sourcing/Procurement/e-Procure | • Demand & Supply Planning |
| • Business Intelligence (DNA) | • Vendor Relations/Management | • S&OP/IBP |
| • Applications & Systems Dev. | • Outsourcing / Off-shoring | • Customer Order Fulfillment |
| • Program & Project Mgmt. | • SOX & Regulatory Compliance | • Manufacturing & Distribution |
| • Plan / Budget / Cost Reduction | • Recruitment & Team Develop. | • CRM / Sales Force Automation |
| • Cross Functional Team Leadership | • Pricing Optimization & Profitability | • Infrastructure Management |

KEY ACCOMPLISHMENTS

Zimmer Biomet

(2016 – 2025)

- **Global Source-to-Pay Transformation:** Deployed SAP Ariba-based solution across NAM, EMEA, and APAC, delivering projected OPEX savings of \$6.5M in 2024, \$10.9M in 2025, and \$11.2M in 2026.
- **ERP/MRP Migrations:** Led three major ERP/MRP migrations (SAP S/4 HANA, XA2DCS), reducing systems from 59 to 10 and cutting unplanned outages by 90%, optimizing the technology landscape (0% assets past end-of-life).
- **Global E2E Supply Chain Transformation:** Achieved \$185M in implant reductions, \$140M in instruments, and \$58M in E&O reductions, while improving OTIF, forecast accuracy, customer service levels, and reducing backorders.
- **Continuous Improvement Initiatives:** Implemented key process improvements, including G7 and Taper lock automation, reducing in-transit inventory by one week and saving \$3M. Poly rework automation generated \$596K in 2023, and \$2M in 2024.
- **Operational Effectiveness Program:** Reduced critical business disruptions by 62%, enhancing response times and minimizing outages in manufacturing and supply chain systems.
- **Restructured the Manufacturing Operations Management Team to support and drive the Digital Smart Factory roadmap across NAM, EMEA, and APAC regions.**

Stanley Black and Decker

(2002 – 2016)

- **Global Forecasting & Demand Planning System:** Achieved \$30M inventory reduction in 12 months and increased working capital turns from 5.3x to 9.2x, driving \$100M+ in inventory savings through an integrated global demand and supply planning solution
- **Stanley Fulfillment System (E2E Transformation):** Delivered \$62M inventory reduction, improved forecast accuracy, reduced lead time by 34%, and boosted service levels from 90% to 98%, driving significant revenue growth.
- **Pricing & Profitability Model (McKinsey Pricing Study):** Led IT initiatives to implement a waterfall pricing model, driving a \$51.5M year-over-year profitability improvement and expanding adoption across three additional business units.
- **Sales & Operations Planning (S&OP):** Spearheaded S&OP for Stanley Healthcare, improving fill rates by 13%, forecast accuracy by 15%, and reducing inventory by \$15.3M through cross-functional training and sustainable control mechanisms.
- **Business Intelligence (BI) Center of Excellence:** Consolidated BI resources, achieving 100% on-time, on-budget delivery of Business Intelligence projects, reducing IT costs by 40%, and promoting best practices across global teams.

PROFESSIONAL EXPERIENCE

Zimmer Biomet, Warsaw, Indiana, West Palm Beach Florida

Director – Global Planning, Sourcing, Manufacturing and Distribution

(2016-2025)

Dynamic IT and Business Relationship Leader for a rapidly expanding musculoskeletal medical device company dedicated to enhancing quality of life through innovative healthcare solutions. **Spearheaded global planning, sourcing, manufacturing, trade compliance, and regulatory control systems.**

- Established and drove daily pulse calls for domestic and international workstreams to resolve daily sales on backorders resulting from post-Neuron ERP transformation challenges. Leading the upgrade of DHL's Warehouse Management System from Red Prairie to Blue Yonder.
- Lead global digital transformation initiatives, ensuring alignment between technology strategy and business objectives through a well-defined IT governance framework for the End-to-End Supply Chain, Order to Cash and Procure to Pay functional areas.
- Project Eagle: partnered with Boston Consulting Group, enhanced and refined IBP capabilities to optimize inventory levels, leading to significant inventory reduction and improved operational efficiency.
- Developed a 5-Year Digital Transformation Roadmap for Global Supply Chain, Sourcing, and Manufacturing, aligning technology with business growth objectives.
- Collaborated with cross-functional teams, C-suite executives, and key stakeholders to establish governance policies that strengthened IT controls, defined the implementation roadmap, streamlined decision-making, and ensured the seamless integration of systems such as SAP Ariba, SAP IBP, SAP S/4HANA/EWM, Blue Yonder, JDE, and CAMSTAR aligning technology closely with business strategy.
- Led End-to-End Supply Chain Transformation: Established supply chain visibility, reliability, and agility by deploying integrated SAP IBP for demand, production, purchasing, and distribution planning across the network. Automated planning and execution systems for seamless end-to-end processes.
- Led Spinoff Activities: Managed supply chain and distribution controls for the spinoff of Spine and Dental business units.
- Co-Led ERP Consolidation Programs: Successfully consolidated multiple ERP systems for the commercial team, focusing on streamlining Order-to-Cash (OTC) processes.
- IT Lead for Global Sourcing (Direct and Indirect) across NAM, EMEA, and APAC, overseeing a \$3B+ spend.
- Drove IT Alignment with Business Strategy: Partnered with key stakeholders in sourcing, supply chain, manufacturing, trade compliance, and regulatory to drive continuous improvement and IT projects that support business goals.
- Integrated M&A Units: Seamlessly incorporated multiple acquired business units into existing supply chain and sourcing system
- Spearheaded broad change management, communication, training, and knowledge transfer strategy, supported by templates and deliverables, highlighting the impact of change on the organization to ensure smooth adoption of new systems and processes, resulting in increased user adoption.
- Implemented IT service management (ITSM) based on ITIL, improving service delivery and aligning IT operations with broader business goals.
- Managed cross-functional teams to deliver cloud migration and digital transformation projects, reducing operational costs by 48% and improving system resilience and scalability.
- Directed an IT governance review that reduced incidents and downtime by 40% through the adoption of proactive monitoring and risk management protocols.

Stanley Black and Decker, New Britain, CT

(2002 – 2016)

Stanley Black & Decker, Inc., formerly known as The Stanley Works, is a global leader in manufacturing tools, industrial and consumer hardware, storage solutions, security products and Health care solutions. Dynamic IT leader with a proven track record of **overseeing multi-million-dollar system integrations and driving process standardization, including the successful implementation of global demand forecasting and supply planning solutions. Recognized for establishing and leading the Pricing IT Center of Excellence (COE), resulting in significant margin improvements and multi-million-dollar savings.** Adept at coaching teams, fostering collaboration, and spearheading transformative initiatives that deliver measurable business outcomes and scalable growth.

Director – Global Sales and Operations. (Stanley HealthCare Division)

(2011 – 2016)

- Led a cross-functional, enterprise-wide program to establish a robust sales and operations capability supporting both make-to-stock and make-to-order products for the global healthcare division.
- Facilitated multiple Lean Kaizen events, utilizing value stream mapping to optimize order-to-cash, quoting, and vendor-managed inventory processes.

- Provided leadership and coaching to planners, production schedulers, and cross-functional teams, driving significant improvements in organizational efficiency and productivity.
- Oversaw acquisitions and integration of the Stanley Fulfillment System (SFS), valued at over \$150M.
- Drove alignment between Sales Force and Sales Representative tiers by streamlining the deal structuring process, enhancing deal probability assessments, and optimizing the project approval workflow, ensuring consistency, transparency, and faster decision-making across all sales stages
- Led the integration and consolidation of sales and operations processes across Europe as part of a global business unit merger.
- Spearheaded a field service transformation, improving both the efficiency and effectiveness of the field service organization.

Manager, Global Demand/Supply IT COE (Stanley Black and Decker)

(2008-2011)

- Collaborated with the Business Functional Team on the Stanley Fulfillment System (SFS) Transformation, implementing a global demand forecasting and supply planning solution across the Consumer Tools, Storage, and Industrial Automotive Repair divisions, improving forecast accuracy, reducing lead time, and lowering inventory levels.
- Key stakeholder for the supply chain function in the ERP transformation, driving process standardization and ensuring seamless integration across global sites for enhanced efficiency and consistency.
- Led a team of 120+ on-site and offshore members, improving supply chain transparency, cycle time, and collaboration between suppliers and customers, supporting the corporate SFS2010 objectives of reduced working capital, increased return on capital, and scalable platform growth.
- Partnered with transformation and cross-functional teams to roll out the sales and operations process across multiple business units within Stanley Black & Decker as part of the SFS2010 initiative.
- Led the integration of demand and supply management systems during the Black & Decker merger, establishing an offshore support team in India for ongoing operations and maintenance.
- Directed the program delivery team during the SAP and JDA migration as part of the Black & Decker merger, while leading multiple Kaizen events within the IT organization to drive standardization and process consolidation.

Manager, Pricing COE and Business Intelligence COE,

(2004-2008)

- Partnered with the CFO and CIO on the McKinsey Consulting pricing profitability project, establishing a single point of IT contact and creating an internal Pricing IT Center of Excellence (COE), driving significant margin improvements
- Led numerous business intelligence initiatives globally, focusing on sales and profitability, point of sales, and executive dashboards for Stanley Black and Decker.
- Enabled and contributed \$17.7 million in gross margin benefits across consumer, industrial, and security sectors.
- Achieved \$19 million in savings from the McKinsey Price Realization project across four business units. Delivered annual benefits of \$51.5 million through various price realization initiatives within Stanley Works.

PREVIOUS RELATED EXPERIENCE

Programmer Analyst (Stanley Black and Decker)

(2002-2004)

Senior Data Warehouse Consultant and DBA (Systech Solutions Inc)

(1999-2002)

LEADERSHIP/RECOGNITION HIGHLIGHTS:

- Zimmer Biomet Leadership team rated “Highly Successful” for the past three years.
- Received several recognitions and Ignite Awards from the Zimmer Biomet executive leadership team.
- Stanley Management Win Awards continuously for more than 7 years
- Numerous Corporate Training programs in Leadership, Continuous Process Improvement, Lean, Teambuilding and Effective Management, Insights Discovery, and Transformational Leadership program.

EDUCATION

- BS in Electronics and Communication Engineering, Central Institute of Technology.
- Post Graduate Diploma in Computer Applications, MM Computers Institute of Technology

SOCIAL MISSION

Firm believer in giving back to the community and help those in need. Conducted an annual musical concert to raise funds to support organizations such as American Cancer Society, Connecticut Children Care, Home for Mentally Challenged and Shelter less Orphan Students, Cry for Kids, Feed My Starving Children.