

MARCELLO SERRANO

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Supply Chain Executive

Accomplished Supply Chain executive with a robust background in leadership and strategy development across Supply Chain and Operations. 23+ years demonstrated expertise in crafting, executing, and refining supply chain strategies encompassing procurement, transportation, logistics, distribution, and S&OP. Proven track record of success in optimizing operations and delivering sustainable results, while adeptly leading large organizations. Proficient in Spanish

Proven expertise in:

- Supply Chain
- Contract Negotiation
- ERP Systems Integrations/Software: SAP
- Operations Management
- Sourcing & Procurement
- Food & Beverage multisite, global organizations
- Leadership and People Development
- Logistics & Warehousing
- Strategic Planning & SIOP
- Mergers and Acquisitions

Professional Experience

Senior Vice President Global Sourcing and Logistics

July 2024 to Current

Unleashed Brands

Bedford, TX

Lead large-scale, multi-company supply chain operations, optimizing procurement strategies for diverse restaurant concepts and franchise models. Develop and execute strategic sourcing initiatives for food and beverage procurement, ensuring optimal quality, cost, and service levels across national restaurant operations. As the supply chain leader with deep expertise in the restaurant, CPG, and food & beverage industries, I manage end-to-end operations for eight dynamic brands that support over 1,980 franchisees across the U.S., Asia, and Europe, collaborating with industry leaders such as J&J Snack Foods, Rich Products, US Foods, PepsiCo, and Saputo Foods. I oversee all international and domestic logistics, including ocean freight, LTL, FTL, and parcel shipments, ensuring seamless and cost-effective movement of goods.

Key Contributions:

- Develop and execute strategic sourcing initiatives for food and beverage procurement, ensuring optimal quality, cost, and service levels across national restaurant operations.
- Collaborate with culinary, operations, and marketing teams to support menu innovation and new product rollouts while ensuring supply chain sustainability.
- Oversee supplier relationships for perishable and non-perishable food items, packaging, and restaurant equipment, ensuring consistency in supply and quality control.
- Direct logistics, distribution, and warehouse management to streamline restaurant supply chains, reducing waste by **40%** and improving fulfillment accuracy.
- Managed and negotiated vendor contracts both nationally and internationally to secure competitive pricing, which helped generate an additional **\$3.5M** in revenue for Unleashed Brands.

Owner and Founder

(Aug 2021 to Current)

VGV Supply Chain Solutions, LLC

Northlake, TX

A specialized supply chain company dedicated to providing functional expertise across the entire end-to-end (E2E) supply chain. Their services span Procurement, Sourcing, Production Planning, Warehouse Management, Operations, Manufacturing, Logistics and Transportation Management.

***VGV Consulting Project - Vice President – E2E Supply Chain**

Sep 2023 – Dec 2024

Palermo's Pizza

Milwaukee, WI (Remote)

Responsible for the E2E Supply Chain (**Planning, Logistics, 3PL Warehousing and Procurement**) setting the overall supply plan for the business; including procurement, finished goods, production, inventory deployment, transportation/logistics, co-pack production planning and maintaining optimal inventory levels.

Key Contributions:

- Implemented rebate program with packaging suppliers that generated **\$2.2M** in savings.
- Identified and eliminated slow-moving materials in the warehouse to reduce working capital inventory by **\$1.4M**.
- Responsible for category management and the sourcing and procurement of all ingredients and packaging materials totaling **\$95M**.
- Negotiated high-value contracts with suppliers that maximized profitability while mitigating risks for the organization. Total savings, **\$975K**.
- Managed financial planning and budgeting processes, ensuring fiscal responsibility, and maximizing return on investments.

***VGV Consulting Project - Vice President – Supply Chain & Operations**

Apr 2022 - Aug 2023

SK Food Group

Phoenix, AZ (Remote)

Lead the Supply Chain and Logistics organization which included 6 direct and 220 indirect reports. Accountable for setting the strategy, supply and demand planning, forecasting, goal setting, and ongoing measurement in support of the overall SK business and Contract Manufacturing strategy.

Key Contributions:

- Strategically supported business growth and delivered value through the operational execution of supply chain activities with end-to-end responsibility for all Logistics.
- Lead the demand forecasting process to accurately predict customer demand and optimize inventory levels.
- Managed the flow of materials through the supply chain by arranging for transportation, inventory, warehousing, and other crucial services for **Starbucks, White Castle, Jenny Craig, Walmart, Amazon**, and other major customers.
- Reduced total Logistics cost from **\$80M to \$74M** through network optimization and warehouse consolidation.
- Plan, manage & coordinate all activities related to the sourcing & procurement of consumable materials & supplies.
- Improved customer OTIF from **92.3%** to **98.6%**

***VGV Consulting Project - Vice President Supply Chain & Strategic Sourcing**

Sep 2021 - Apr 2022

La Terra Fina

Union City, CA (Remote)

Oversee the Supply Chain from purchase order to delivery, including order fulfillment, shipping, receiving and inventory management.

Key Contributions:

- Accountable for the efficient operation of the company's integration distribution centers and manufacturing sites.
- Achieved significant cost savings through supply chain optimization efforts such as strategic sourcing initiatives and logistics improvements.
- Increased company growth through collaboration with sales and marketing departments.
- Delivered strong financial performance despite challenging economic conditions by executing prudent risk management strategies throughout all aspects of business operations.

Sr. Director – Logistics and Procurement

Jun 2019 - Sep 2021

HEINEKEN USA

White Plains, NY

Lead and manage the US Logistics and Procurement team with 5 direct and 120 indirect reports and responsible for the daily operational management of third-party logistics vendors and 11 large Warehouses and Distribution Centers across the US. Total Budget responsibility **\$195M**.

Key Contributions:

- Key member of Global Operations Procurement Leadership team with responsibility for providing input to the Operations Strategy, Performance and Continuous Improvement of the function for HEINEKEN USA.
- Responsible for the sourcing and procurement of direct and indirect materials and negotiating multi-million-dollar vendor contracts and partnerships.
- Responsible for **\$165M** Logistics budget that included both FTL transportation and Ocean freight.
- Strategically supported business growth and delivered value through the operational execution of Supply Chain activities with end-to-end responsibility for all Logistics.
- Responsible for the Warehousing and Logistics Pillars of TPM, with embedding a continuous improvement mindset in the team and Supply Chain.
- Delivered **\$1.2M** transportation savings by adding asset-based carriers to our network and awarding dedicated lanes.

WhiteWave Foods

(2013 – 2019)

Sr. Business Director – Supply Chain

Mar 2015 - Jun 2019

WhiteWave Foods

Broomfield, CO

Accountable for building and designing the North American Operations and Supply Chain business strategies and helping to identify technical solutions which will improve operational efficiencies.

Key Contributions:

- Established a Supply Chain Center of Excellence (COE)
- Managed a team of 7 highly trained multi-discipline Supply Chain, Operations & Procurement professionals responsible for the process of defining, implementing, stabilizing, and controlling the standard, automated process related to the procurement to pay process.
- Expanded company footprint through successful mergers and acquisitions, ensuring smooth transitions during post-merger integrations.
- Appointed **General Manager for the Earthbound Farms** acquisition during the transition into the White Wave Foods Supply Chain and IT platforms. **(Large 950-person manufacturing facility)**
- Develop strategic discipline with plant manufacturing and planning for a 1-3-year planning horizon utilizing Lean Six Sigma, 5s, other lean manufacturing techniques, automation, and Kaizen disciplines.

Director – Supply Chain and IT

Jan 2013 - Mar 2015

WhiteWave Foods

Broomfield, CO

Facilitate cross-functional initiatives for mapping Supply Chain process flow paths, identifying areas of process improvements, and use of process techniques to develop solutions to improve and enable measurable results in process efficiency, customer satisfaction, product quality that drive higher profitable growth. Managed a team of 5 direct reports and 30 indirect.

Key Contributions:

- Interface with manufacturing management in promoting the effective use of Continuous Improvement/Lean Manufacturing initiatives established within operating models in their departments and all along the Supply Chain, including the interface with customers and suppliers.
- Reduced budgetary expenditure by 40% effectively negotiating contracts for more advantageous terms.
- Lead and support mergers, acquisitions, and divestitures with new functional process designs, master data and system integration expertise to ensure smooth and timely integration of processes, systems, and metrics.

DCP Midstream

(2011 – 2013)

Director – Operational Procurement

Jun 2012 - Jan 2013

DCP Midstream

Houston, TX

Provide strategic leadership and direction to the operational (site) procurement groups to support overall goals for performance including Right First Time (RFT), On Time in Full (OTIF), Purchase Price Variance (PPV) savings targets, and Quality Assurance.

Key Contributions:

- Created purchasing policy for the organization, planned and led several large sourcing events for the organization.
- Restructured the existing Supply Chain organization to help establish KPI's, implement processes and improve spend visibility.
- Managed a team of procurement leaders across multiple sites and business units, including ownership of **\$1Billion** dollar capital budget. Driving cost savings through strategic sourcing and contract negotiations.
- Developed supplier scorecards to track performance and spend.

Supply Chain Manager - East Region

Jan 2011 - Jun 2012

DCP Midstream

Houston, TX

Managed the procurement function for the east region focusing, including the development, and implementation of supply chain procurement processes across 8 states with 9 direct and 60 indirect reports and ownership of **\$200M budget**.

Key Contributions:

- Cultivated and managed key supplier relationships (i.e., MRC, Cameron, Dresser- Rand, etc..) through negotiation of regional, corporate, or project-related contracts for materials, equipment, and services.
- Reduced operational inventory by 40%.
- Improved lead times for product deliveries through effective supplier management and communication strategies.
- Developed strong vendor relationships to ensure timely delivery of materials and maintain high-quality standards.

Sr. Manager of Warehousing and Sourcing

Dec 2008 - Jan 2011

PepsiCo International - Concentrate

Arlington, TX

Plan and direct the activities of the purchases of over **\$185M** in raw materials, supplies, equipment, or services. Identifies raw material requirements from production specifications, operational schedules, and engineering quality requirements. Determines the most cost-effective and reliable materials needed for the manufacturing process.

Key Contributions:

- Responsible for the Supply Chain/Logistics ERP Global implementation of SAP for North America Concentrate division. As a result, I was awarded the PepsiCo CIP Award for flawless implementation of SAP.
- Directed and managed by the logistics department responsible for the production, storage, and distribution of all perishable ingredients (i.e., syrups, minerals, flavors, and juices) that required both time-sensitive distribution as well as handling.
- Successfully managed budgets and allocated resources to maximize productivity and profitability.

Additional Professional Experience includes **Logistics Manager, Warehouse Manager and National Supply Chain Process Improvement Manager** with Nestle Waters North America and **Assistant Supply Chain Manager / Production Work Group Manager** with Miller Brewing Company,

ACHIEVEMENTS

Oversaw Supply Chain operations across multiple facilities and **7 plus states**. Managed large **multimillion dollar budgets** while delivering cost savings. Delivered improved KPI Metrics across the Supply Chain for example **99.5 % OTIF**. I initiated Kaizen and other Lean programs. Increased Supply Chain and Manufacturing plant efficiencies such as **schedule attainment, schedule adherence and production fill rate**.

Education

Bachelor of Science: Business Management; The University of Texas at Arlington