

# MELISSA SMITH

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## SENIOR DIRECTOR OF PROCUREMENT

**Global procurement executive and operations leader of complex procurement organizations, activities, and functions.**

**Breadth and depth of experience** spanning strategic sourcing, procurement operations, indirect/direct procurement, supplier management, and strategic vendor relationship management at the domestic and international levels.

Leverages an **understanding of the customer, business needs, and various cultures** to establish complex negotiation strategy and tactical execution plans that cultivate partnerships between the business and supplier and lead to value adds that align with the objective of the contract.

Creates and manages short-, mid-, and long-term sourcing and procurement strategies that **optimize procurement spend and cost control** by institutionalizing procurement processes that improve overall efficiencies, governance, and compliance with sourcing controls and systems.

### IMPACT SNAPSHOT

- \$200M in procurement savings
- \$100M in maintenance contract savings
- +\$2.5B in addressable spend
- Supported 400% in aircraft growth
- 99% improvement in parts availability
- 33% reduction in component repair time
- Domestic & international contract negotiations

### SIGNATURE COMPETENCIES

- Global Procurement Management
- Strategic Procurement & Material Management
- Procurement Strategy & Optimization
- Direct/Indirect Purchasing
- Vendor Onboarding & Management
- Process & Cost Improvement
- Complex Vendor Negotiations

## PROFESSIONAL EXPERIENCE

### ABC Air, Inc. – New York, NY | 2007 - 2020

#### Director of Procurement/Global Head of Procurement (2019-Present)

- Promoted to Staff VP to oversee all direct procurement and strategic sourcing operations and services support functions, supplier management, and strategic relationship development for supporting the company's +\$2.5B in addressable spend.
- Rapidly expanded scope of responsibility after to include oversight responsibility for the entire procurement organization.
  - Defined and implemented the strategy that aligned functional business groups with clearly defined roles, responsibilities, and metrics, improved front-line sales team core competencies, and leveraged partner ecosystem to optimize the full platform business value for the strategy that became the standard throughout the company.

#### Interim VP, Material Management & Logistics (9 months)

- Assumed leadership responsibility for companywide material management functions (maintaining all responsibilities as Staff Vice President of Procurement/Global Head of Procurement).
- Managed allocations for \$450M in inventory across 100 stations worldwide, a team of 170, and a \$400M annual budget for the day-to-day management of component sourcing and procurement.
  - Quickly shifted to a remote leadership model in response to the COVID-19 pandemic, managing an already challenged organization during a challenging economic period.

- Successfully maintained the 24x7x365 support and component sourcing and availability for the AOG (aircraft on ground) desk, ensuring minimal risk to aircraft safety and revenue risks to the company.

#### Senior Director of Procurement (2016-2019)

- Promoted to lead strategic sourcing operations and staff in the management and execution of ~\$1B in direct spend for aircraft engine components and maintenance service contracts.
- Championed and secured total cost of operations reductions and institutionalized companywide strategic sourcing across a strategic spend commodity portfolio by implementing strategic and repeatable processes.
  - Led and executed vendor contract negotiations and execution for 100 vendors under contract.
  - Achieved significant initial and sustained operational cost reductions, improved service levels and reliability, and reached \$100M+ in savings generated from complex engine maintenance contract negotiations.
  - Established and governed the processes, systems, controls, and governance strategy for a growing procurement organization, laying the groundwork for consistent cost and process improvements that led to \$135M in YOY run rate savings (\$35M ahead of mandated savings target).
  - Expanded the direct procurement organization, increasing the organization five-fold during tenure. Built the organization from scratch, recruiting, hiring, and mentoring staff to high standards of performance.

#### Director of Procurement (2013-2016)

- Directed a pursuit team in structuring a multi-year integrated turnkey solution for implementing a VoIP and customer service communications solution for a major logistics firm that lacked the infrastructure to support an in-house high-cost legacy collaboration system impacting business reliability and service.
  - Structured the integrated turnkey solution deal with crucial customer business drivers that included reduced OPEX, increased stability, and a scalable platform for increased employee productivity.
  - Managed deal execution including, product and program management, system turn-up, training, and day one support for the \$54M deal that established Cisco as a credible solutions partner.

### ADDITIONAL PROFESSIONAL EXPERIENCE

Senior Procurement Manager – ABC Air, Inc. (2010-2013)

Procurement Manager – ABC Air, Inc. (2008-2010)

Senior Procurement Analyst/Procurement Analyst – ABC Air, Inc. (2006-2008)

Senior Purchasing Analyst/Purchasing Analyst – XYZ Airlines, Inc. (2005-2006)

### EDUCATION & CERTIFICATIONS

**Master of Business Administration** | College University –School of Business  
*Supply Chain Management, Global sourcing & Corporate Finance Specialization*

**Bachelor of Science, Business Administration** – State College University of New York  
*Business Administration – Financial Management Concentration*

ISM Certified Purchasing Manager

### BOARD AFFILIATIONS

Board Member – ABC Global Aviation Ltd. (2020-Present)

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