

RAY BAKKER: Functional History

SUPPLY CHAIN EXPERIENCE: Logistics, 4PL, 3PL, Warehousing & Transportation

SYNOPSIS: COMPANY OVERVIEWS

EXPRESS DELIVERY SOLUTIONS, *Managing Partner; 2005 - present*

Responsible for sales and marketing of Level-10 service providers who are committed to Guaranteed 100% Customer Satisfaction in strategic target markets. Provided through one point-of-contact, EDS offers only best in class services from Canadian-based entrepreneurial institutions, each with a rich history of impeccable customer centricity.

APPLE EXPRESS LOGISTICS, *Vice President, Sales; 2012-2013[Contract]*

Responsible for executing direct marketing and personal selling techniques to exploit industry leading services within high tech, medical, financial and healthcare sectors utilizing unique SmartCourier™ methodologies for installations/replacements/repairs on a pre-scheduled, direct delivery and NFO basis, through 60 Canada-wide strategic service parts and fulfillment center locations.

QUIK X TRANSPORTATION, *Vice President, Warehousing Solutions; 2010-2011 [Contract]*

Charged with creating strategic & tactical marketing and operations initiatives, leading high performance teams in launch of new warehousing solutions & services SBU including complete concept/design/build and sales/operations/admin systems for exceptional customer experience to successfully maximize share of customer and customer life value.

EXPRESS LOGISTICS, *President; 1988-2005*

Mandated to create a unique, one-stop shop in a saturated market offering empty promises. Convinced the market they needed something new; something that had yet to be offered. Then over time you bundled it with new back-to-the-future related services and tie it together with visionary software, creating hundreds of multi-hooked clients to drive revenue on all levels for years to come.

FUNCTION: SALES PERSPECTIVE

EXPRESS DELIVERY SOLUTIONS

MANDATE

Create a sales agency, supported by congruent marketing and sales collateral supported by an interactive web site. Through the use of reverse marketing techniques followed by direct client interaction, secure business for 3 strategic principals in their respective markets.

SUCSESSES

- Secured over 30 new clients in 2014 including new accounts and ones lost to competitors for several years.
- Through social media and direct selling, initiated relationships to gain share of wallet where none existed prior resulting in over \$2,000,000 in new sales in the past 2 years.
- Expanding services for partners into markets not previously covered or considered, achieving \$400,000 in new revenue in the past 12 months
- Understanding buyers' motivation results in not leaving any money on the table creating maximum gross profit of \$215,000 in since 2013.

APPLE EXPRESS

MANDATE

Structure effective sales and marketing processes including CRM software, internal client division to achieve enhanced client relations to rebuild customer experience, trust, and ultimately share of wallet in multiple operating locations through various service offerings, while preparing for a Canada-wide sales team rollout.

SUCSESSES

- Structured Salesforce.com as the new CRM to effectively eliminate cross-over calls, improving professionalism and a clear understanding of future revenue expectations
- Created vertical specific marketing and sales collateral to pique new contact interest resulting in \$755,000 within the pipeline in less than 90 days
- Initiated branding protocols to streamline corporate social media image
- Presented several adopted best practices methodologies within customer service, pricing, and operations departments driving elevated production and income

QUIK X TRANSPORTATION

MANDATE

Create the vision, then the strategic and tactical missions and within a great culture educate a sales force to achieve wholesale and retail customer acceptance through a unique selling proposition within desirable, high yield market sectors.

SUCSESSES

- Scripted forward thinking strategy and tactical plan to secure and entice increased share of customer.
- Created unique sales approach, Website and collateral for go-to-market efforts allowing multi-disciplined sales reps the tools to sell effectively.
- Developed sales and marketing collateral to allow for congruent branding messaging to corporate standards.
- Designed effective quoting tools to quickly respond to RFQ's and client specials resulting in capturing high percentage of opportunity bids.
- Restricted market segments to minimize liability and maximize flow through by selecting inner pick, dry goods retail-based sector as primary customer.
- Achieved near \$700,000 annualized revenue within 120 days of opening.
- Responsible for securing over 50% of sales by physical volume, and 75% by revenue.

EXPRESS LOGISTICS

MANDATE

Create a unique, one-stop shop sales and marketing approach in a saturated market beaten by empty promises by convincing them they needed something new that had yet to be proven so that over time it could be bundled with additional, related services to increase share of customer.

SUCSESSES

- Designed sales literature and quotations consistent with customer's demands to secure over \$1,000,000 in new sales Y1.
- Created Service and Rates guides to reflect definitive services and assessorial charges, leading to sales of \$2,230,000 Y2.
- Created pricing matrix's, marketing literature, compensation structures, sales programs and proposals, tools and technology as well as customer proposals.
- Hired, trained and worked with additional independent sales consultants to promote product and gain a larger share of market, eventually securing clients outside core market of Ontario achieving sales of over \$4,600,000 Y3.
- Expanded brand-width to include new verticals such as electronics, pharmaceuticals and entertainment niches to reach sales of up to \$645,000 per month.
- Achieved broad-based marketing success with fully integrated Web site that included ability to sell and market products coast-to-coast adding to share of customer and eventual sales of over \$15,000,000 per year in one SBU.
- Through data collection and SWOT analysis, identified marketing partners and acquisitions leading to explosive Group growth of over 3,000% in the last 5 years.

FUNCTION: OPERATIONS PERSPECTIVE

QUIK X TRANSPORTATION

MANDATE

Charged with creating strategic & tactical marketing and operations initiatives, leading high performance teams in launch of new warehousing solutions & services SBU including complete concept/design/build and sales/operations/admin systems for exceptional customer experience to successfully maximize share of customer and customer life value.

SUCSESSES

- Established new business unit complete with forward thinking strategy, tactical plan, staffing and service verticals to augment other corporate offerings to entice increased share of customer.
- Designed building layout, selected operating software, determined security requirements as well as fit and finish of offices.
- Responsible for P&L and start up spend, coming in under budget and ahead of schedule
- Responsible for staffing, 4PL support, supplier contracts, contractor negotiations and pricing to ensure proper operations, margins and yield.

- Negotiated exceptional lease and oversaw building schematics and design build out resulting in top rated facility in region.
- Responsible for all operational strategies and deliverables, oversaw health and safety and HR requirements.
- Used excellent written communication and presentation skills to structure the in-depth Policies and Procedures manuals in keeping with explosive growth.
- Created operations protocols and mandates to keep shrinkage to less than 1/100 of a percent.
- Designed and tuned each facility to maximize both operational and administrative revenue stream, including facility cube, operational systems and transparent facility/client connectivity.
- Developed and compiled reports for senior management on areas of operational planning such as warehouse performance, productivity, staff compensation and customer proposals for common and custom programs to identify inequities, failures and successes.
- Led logistics programs and initiatives and ensured programs were operating within budget on a multiplatform service offering including pick pack and fulfillment, long-term warehousing, special handling and dedicated front office leasing.
- Managed detailed data manipulation and analysis, project modeling with superior management skills.
- Recommended, strategized, developed, implemented and led operations planning and customer experience programs designed to grow revenue including pricing matrix, operational standards and customer service polices.

EXPRESS LOGISTICS

MANDATE

Responsible for operational planning, analytics and profiling multinational Canadian businesses interested in a one-stop, single-source supply chain solution, including negotiating asset and 4PL procurement contracts leading to this SBU's success as it operated in up to 6 centers to successfully cross-sell a higher share of customer.

SUCSESSES

- P&L accountability for all divisions, including sensitive and complicated intra company relations.
- Secured strong 4th party solutions for overflow capabilities in times of severe volumes to maintain client services.
- Effectively managed over 200 staff in up to ten locations and 500,000 square feet.
- Secured 'buy-in' of standardized operating protocols with over 30 unique, Canada-wide delivery agents, to provide the fastest services cost-to-coast on over 98% of deliveries.
- Designed and tuned each facility to maximize both operational and administrative revenue stream, including facility cube, operational systems and transparent facility/client connectivity.
- Conceived of Canada-wide general storage warehousing under single billing mandate to offer national accounts a single logistics supplier.

- Designed an AR/AP system around postal codes to get the most accurate revenue stream possible ensuring error free invoicing resulting in on-time payments and that no losses were ever earned on any transaction.
- Created customized software to integrate operations, customer service and administration to create first confirmed graduated delivery charges based on actual delivery times.
- Initiated the first 'hand scanner' technology to control costs and to create accurate project costing and billing details.
- Prepared RFQ's to successfully land Fortune 500 clients for warehousing, pick pack and fulfillment and long term tenancy contracts.
- Involved with food grade policies, FIFO, double racking, tilt racking, carrousel pick, 12'-40' clear heights, etc.
- Interconnected multiple locations with operations, administration and transportation to drive efficiencies.

FUNCTION: GENERAL PERSPECTIVE

- Possess excellent analytical skills to identify future trends and successfully structured business units to profit accordingly.
- Managed detailed data manipulation and analysis, project modeling with superior management skills.
- Conducted in-depth analysis and developed systems models to track orders, process completion, project labour expense and billing details.
- Analyzed and prepared proposals for large and very large customers like The Expeditors, Forzani Group, Kellogg's and American Greeting to secure profitable \$1,000,000 account business deals.
- Led various department/division initiatives and worked with management groups and other regional suppliers to ensure best course of action was recommended and implemented to all stakeholders' benefit.
- Worked with management and other departments to identify required changes and make necessary adjustments and recommendations for client and corporate benefit, including new technologies, services and procedures.
- Worked with other business units and PRM partners to ensure implementation of sales, marketing and operational programs, as well as systems for improved efficiency and effectiveness.
- Led management in the development of objectives, strategies and tactics in keeping with corporate and sales goals and priorities, to drive brand with and incremental revenue in verticals.
- Designed and implemented measurements for performance and compensation for all positions in all business units including unique rewards and productivity programs for sales, drivers, dock workers and office teams.
- Created measurement programs for operations objectives to lower warehouse errors and improve flow through efficiencies.
- Developed, evaluated and implemented Service and Rate Guide to improve customer understanding, personal selling success and increased cross over sales.

- Assumed a primary leadership role with sales planning professionals, implementing various new sales methods and key documentation for success measurement.
- Multitasked in managing 3 market segments through several facilities ensuring multiple assignments completed timely in diverse priority environments.
- Utilized project management techniques, statistical analysis and performance metrics generation supported by detailed rate guides and service matrixes in order to enhance the customer experience.
- Developed and managed databases used for various marketing, sales, strategic planning and tactical implementation and customer experience analysis leading to creation of niches market offerings.
- Compiled and analyzed sales data and historical trends to develop accurate forecasts and to improve awareness of important sales trends to capture higher share of customer and customer life logistics value.
- Provided training and direction to all levels of operation, marketing, administration and sales departments to ensure adherence to integrated target objectives, policies and procedures.
- Led user acceptance testing for local and regional onsite software/hardware roll outs to improve future service
- Recommended, planned, developed, implemented and led sales planning and customer experience programs designed to grow revenue including pricing matrix, operational standards and customer service polices.
- Led sales programs and initiatives and ensured programs were operating within budget on a multi-platform service offering including pick pack and fulfillment, long-term warehousing, special handling and dedicated front office leasing.
- Developed and compiled reports for senior management on areas of sales planning such as sales performance, productivity, compensation and customer proposals for common and custom programs to identify inequities, failures and successes.
- Led logistics programs and initiatives and ensured programs were operating within budget on a multiplatform service offering including pick pack and fulfillment, long-term warehousing, special handling and dedicated front office leasing.

For more information you are welcome to visit my personal site at <http://www.raybakker.com> and I invite you to Connect with me at <http://www.linkedin.com/in/raybakker>.

Thank you for your interest and consideration. I look forward to advancing our conversation.

Warmest regards,



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