

Professional Profile

Charles Gray - MSIE

Managing Director - Atlanta

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Charles Gray is a seasoned Global Operating leader with more than 20 years of experience in Supply Chain/Procurement, Acquisition Integration, Quality (Certified Six Sigma Black Belt) and Entrepreneurship across a wide range of industries including Transportation, Energy, and Environmental Services. Specific areas of expertise include the development and integration of lean, agile, and sustainable business processes that measurably enhance stakeholder value. He has demonstrated experience in the area of Acquisition Integration and the realizing of value from recently acquired/new businesses operations.

He led the introduction of new, web-enabled integration process tools and dashboard reporting (utilizing due diligence data to formulate a tactical integration roadmap by function), resulting in a 50% improvement of financial performance to Proforma during the integration period. This web-based tool was rolled out across more than

EXPERIENCE

GENERAL ELECTRIC - ENERGY DIVISION - Mergers & Acquisition Integration / Quality Operations Leader

Demonstrated experience in Acquisition Integration and the realizing of value from recently acquired/new businesses operations

Led the introduction of new, web-enabled integration process tools and dashboard reporting (utilizing due diligence data to formulate a tactical integration roadmap by function), resulting in a 50% improvement of financial performance to Proforma during the integration period. Web-based Tool was rolled out across more than \$700Million in GE Energy acquisitions & tracked by executive management weekly

Led Quality Deployment Initiative for more than \$500 Million+ of GE Energy Acquisitions (6-Sigma, ISO/Quality Operations)

Led successful Acquisition Integration efforts for a \$50 Million T&D Products & Services business with operations in the US and South Africa

6-Sigma Black Belt Certification- Led Quality Project Management / Integration Teams & Projects using MS Excel & Minitab analysis tools

ENERGY DIVISION – Supply Chain Operations

Strategic Sourcing Manager, Indirect/Professional Services – Led development & execution of Strategy for the Professional Services, Indirect Commodity Segment. Responsibility for a \$300 Million spend on



Professional Services (including Contract Labor, HR, Sales/Marketing, Finance, Facilities & Production Operations)

Led the entire Vendor Management Process (from strategic definition to supplier screening/due diligence/qualification, to MSA negotiation, RFP execution and supplier performance monitoring)

Drove 4% Year-over-year savings across Professional Services Commodity Segments

Used Six-Sigma/Continuous Improvement Tools to reduce overdue-invoices for a \$15 million spend by 50%

Improved compliance with Preferred Contractor/Subcontractor usage by 25%

ENERGY DIVISION– Global Gas Turbine Supply Chain/Production Operations

Global Gas Turbine Unit Sourcing Program Manager – Hitachi Program

Directed the Component/Direct Material Vendor Qualification & Final Assembly processes for Gas Turbine Unit Shipments

Developed & distributed division-wide communication/business review protocols

Led the Technology Transfer Initiative of GE Frame 7F Gas Turbines with Hitachi Licensee

Responsible for the on-time delivery of 16 Hitachi, Japan built Gas Turbine to US customers

LOCOMOTIVE/RAIL DIVISION – Components Supply Chain/Production Operations

GE Locomotive - Indonesia

Supply Chain Components Leader - Joint Venture Start-up/Technology Transfer

Led Components Technology Transfer & Production Operation of GE-Indonesian Locomotive Joint Venture

Negotiated & established component Vendor Contracts that met business financial & schedule commitments for shipment of locally assembled locomotives (from Greenfield to 5 locomotive units produced in <9 months)

Developed project management, business processes & analysis that monitored & provided Executive team and supplier communication of relevant operating data

LOCOMOTIVE/RAIL DIVISION - Operations Leader

Traction Motor/Drive Systems Unit Exchange Business Unit Leader (Locomotive Components Production)

Led \$20 Million, Locomotive components production/services operation.



P&L responsibility for fulfillment of customer commitments, variable and base cost productivity, quality, safety and new product introduction

Increased Contribution Margin (CM) from 37% to 45%

Reduced warranty/quality related costs by 50%

Implemented safety initiatives that resulted in record improvements in business unit OSHA recordable levels

GSM DEVELOPMENT, LLC - Sourcing Support Manager

GSM Development, LLC is a provider of Indirect materials and services (i.e. MRO Supplies and Sustainability Solutions to the Utility Sector).

Lead (Source, Negotiate & Track) RFX responses/projects for indirect materials & services to Utility Clients

Develop, assess and maintain supplier relationships in support of client fulfillment activity

Led Client Mentor Protégé relationship from 1Q2016 - 2Q2017, developing Plant-site and Corporate Relationships into increased, mutually beneficial support opportunities

Facilitated increased sales of 25% (2015 vs 2016) to client plant site during system-wide sourcing consolidation

PROFESSIONAL ENVIRONMENTAL ENGINEERS, INC. - Chief Operating Officer & Principal

Professional Environmental Engineers, Inc. is a full-service Environmental Engineering Services firm and a Certified Small Business Enterprise.

Responsible for management of day-to-day, operations with emphasis on post-acquisition organizational transformation/change management, in preparation for scalable growth.

Led the tactical execution of business operating plan, ensuring the realization of P&L operational & cost targets

Responsible for the development & improvement of company post-acquisition operating procedures, compliance systems & metrics (formalized team performance & business metrics utilization, including executive reporting)

Equipped PE Leadership Team with skills & competencies to nurture a growth & Continuous Improvement oriented culture

EDUCATION



PostMergerIntegration.com

Due Diligence | Integration | Optimization

800-816-9630

MS Industrial Engineering - Georgia Institute of Technology

BS Mechanical Engineering - Old Dominion University

BS Engineering Science - Hampton University