

STUART A. GLICKMAN

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GLOBAL SUPPLY CHAIN / OPERATIONS TRANSFORMATION EXECUTIVE

Extensive experience and expertise guiding organizations through change stemming from M&A activity, business restructurings, and evolving market dynamics. Go-to leader who creates a shared vision and engages full teams to streamline end-to-end global processes, reduce costs, and improve service levels. People-first manager who identifies, develops, and retains top talent.

- **M&A:** Led global supply chain / operations integration activities for 23 deals with an aggregate value of over \$220B to maintain supply continuity, achieve strategic goals, and deliver value to customers and shareholders.
 - **Business Process Transformation:** Transformed processes, including external manufacturing oversight, global logistics, S&OP, and supply risk management, improving service levels and quality, and reducing costs.
 - **Strategic Sourcing:** Developed and executed sourcing strategies to improve business outcomes in areas including manufacturing network design, distribution and logistics services, and raw material procurement.
 - **Global Operations Leader:** Proven leader from plant floor to corporate levels. Enterprise thinker and creative problem solver who rallies cross-functional teams to exceed goals in difficult circumstances. Led a global supply chain supporting \$16B+ of revenue across 100+ markets.
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EXPERIENCE

SG PHARMA LLC, Olney, MD

September 2025 – Present

Provides supply chain and manufacturing expertise for biopharma and medical device companies through project-based activities, fractional roles, and interim roles. Specializing in delivering transformational change and bringing stability to chaotic environments.

EMERGENT BIOSOLUTIONS INC., Gaithersburg, MD

2021 – 2025

Global biopharmaceutical company with \$1.5B in annual revenue, 2,400 employees, and 6 manufacturing sites.

VP Global Supply Chain and Manufacturing Services (August 2023 – August 2025)

Reported to the SVP, BioServices and Manufacturing, managing an organization of 325 staff with 8 direct reports and a budget of \$400M. Responsible for supply chain, procurement, external supply, operational excellence, engineering, facilities, validation, and EHS.

- Added responsibility for Engineering, Facilities, Validation, Operational Excellence, and EHS following a corporate restructuring. Streamlined operational and governance activities associated with these functions.
- Developed and began executing a Manufacturing Network Strategy, transitioning to a supply footprint that aligns with short and long-term corporate strategies.
- Developed and began executing a plan to identify, assess, and mitigate product supply risks.

VP Global Supply Chain (June 2021 – August 2023)

Reported to the COO, managing an organization of 175 staff with 12 direct reports and a budget of \$150M. Responsible for planning, logistics, procurement, serialization, external manufacturing, and master data.

- Redesigned the Supply Chain organization to create global capabilities, ensure local focus, and provide role clarity – without adding headcount. This resulted in higher employee engagement, increased internal placements, and lower attrition.
- Developed a strategic vision for the Emergent Supply Chain, created a tactical plan to achieve it, and implemented programs such as S&OP, strategic sourcing, global trade controls, and a cost reduction program that averaged \$20M in savings per year.
- Doubled output of Emergent's largest product while lowering costs by 20% and converting from Rx to OTC.
- Built a governance structure to ensure business performance meets defined objectives and improvement programs achieve desired results.

ABBVIE INC., North Chicago, IL**2020 – 2021**

Global branded biopharmaceutical and medical device company with \$52B in annual revenue, 47,000+ employees, 28 manufacturing sites, and sales in over 100 countries.

VP Supply Chain Transformation (2020 – 2021)

Reported to the VP, Global Supply Chain as an individual contributor. Retained for 12 months following the acquisition of Allergan by AbbVie, to ensure supply continuity and drive integration programs.

- Developed an interim operating model across 12 integration deployment waves to ensure supply continuity.
- Developed a program to reduce E&O resulting from loss-of-exclusivity from over \$55M annually to under \$30M.
- Designed and executed a 12-month Transition Services Agreement for an FTC-mandated divestiture to ensure supply continuity and a smooth transition of ownership.

ALLERGAN, PLC, Madison, NJ (acquired by AbbVie in 2020)**2015 – 2020**

Global branded biopharmaceutical and medical device company with annual revenue of \$16B, 17,000+ employees, 14 manufacturing sites, and sales in over 100 countries.

VP Global Supply Chain (2018 – 2020)

Reported to the EVP, Global Operations, managing an organization of 150 staff with 10 direct reports and a budget of \$400M. Responsible for supply and demand planning, logistics, trade compliance, serialization, external manufacturing, and material master data.

- Transformed the supply chain organization by removing inefficient layers and centralizing supply planning, master data, and reporting. Refocused regional demand planning and market support activities to align better with the needs of internal commercial partners, customers, and patients.
- Developed and deployed global standard processes for S&OP, demand planning, supply planning, master data, logistics, and reporting to improve operating efficiency and drive lower costs.
- Increased customer service levels from 98.1% to 99.0% by re-assessing inventory levels, improving supply planning methodologies, and enhancing relationships with internal commercial partners.
- Implemented a tiered escalation structure for potential supply disruptions, ensuring clear and consistent awareness of issues across the company, deployment of resources to solve the problem, and an aligned approach to inventory allocation. This structure reduced global backorders from \$21M to \$3M.
- Used operational excellence methodologies and tools to improve KPI setting and monitoring, supply planning, export operations, and external manufacturing oversight.
- Led the COVID-19 supply assurance team to ensure swift mitigations to potential supply chain disruptions.

VP Global Logistics & External Supply (2016 – 2018)

Reported to the SVP, Global Operations, overseeing an organization of 42 staff with 7 direct reports and a budget of \$800M. Responsible for logistics, trade compliance, serialization, external manufacturing, and direct materials.

- Transformed global external manufacturing oversight to a virtual plant model, ensuring clear communication, aligned priorities, and shared objectives across Quality, Finance, Supply Chain, Procurement, Logistics, Legal, and Regulatory Affairs. This initiative improved service levels, lowered costs, and improved product quality.
- Built a program to develop and govern physical and transactional product flows, considering functional requirements from Tax, Finance, Regulatory, Supply Chain, Legal, and Quality, ensuring efficient and compliant movement of product through the global network.
- Developed and deployed a supply chain integration strategy for newly acquired medical device and human tissue businesses with aggregate revenue of \$1B, ensuring cost-effective operations while maintaining supply continuity.
- Designed and deployed an optimization plan for externally manufactured products, leading to insourcing, transfer of products to alternate suppliers, and discontinuation of underperforming products.

VP Global Logistics & Operations Integrations (2015 – 2016)

Reported to the SVP, Global Operations, overseeing an organization of 150 staff with 6 direct reports and a budget of \$200M. Responsible for integration activities for global operations, logistics, trade compliance, and serialization.

- Developed and deployed a global logistics strategic plan that standardized regional activities, aligned with a lead logistics provider, harmonized to one data platform, and built risk mitigation into the network.
- Lowered global logistics costs by \$6M by shifting to lower-cost modes of transportation and deploying operational excellence tools at distribution centers. Deployed a governance process to ensure that appropriate cost versus service trade-off decisions were made.
- Designed and implemented the end-to-end supply chain required to support a \$40B carve-out of Allergan's generic operations to Teva. Maintained supply continuity throughout the transition.

ACTAVIS, PLC, Parsippany, NJ (Actavis acquired Allergan in 2015 and renamed to Allergan) **2005 – 2015**
Global branded and generic pharmaceutical company with annual revenue of \$15B, 12,000+ employees, 30 manufacturing sites, and sales in over 100 countries.

Executive Director, US Logistics (2012 – 2015)

Reported to the VP, Global Supply Chain, overseeing 130 staff with 4 direct reports and a budget of \$50M. Responsible for logistics, order-to-cash, and serialization.

- Integrated US distribution and order-to-cash operations across 4 acquisitions, generating \$16M in savings.
- Developed a global strategy and implementation plan for pharmaceutical serialization initiatives, achieving compliance with deadlines in Europe, the US, and other countries.
- Consolidated international freight providers, improving service levels and generating \$2M in annual savings.

Managing Director, US 3rd Party Operations and Distribution (2008 – 2012)

Reported to the VP, US Operations, overseeing a team of 8 staff with 4 direct reports, and a budget of \$150M. Responsible for external manufacturing, logistics, order-to-cash processes, and serialization compliance.

- Transformed external manufacturing oversight, ensuring clear communication and aligned priorities and objectives across the organization. This improved service levels, lowered costs, and improved quality.
- Optimized the external manufacturing network for the US market, leading to insourcing, transfer of products to lower cost suppliers, and divestitures of underperforming products.
- Improved product availability levels from 80% to over 90% by implementing standard supply planning processes and improving relationships with external manufacturers.

General Manager, Baltimore Manufacturing Site (2006 – 2008)***Director, US Distribution (2005 – 2006)***

ALPHARMA, Baltimore, MD (Actavis acquired Alpharma's generic business in 2005) **2000 – 2005**

BECTON DICKINSON, Baltimore, MD **1999 – 2000**

ALPHARMA, Baltimore, MD **1992 – 1999**

EDUCATION

MBA, University of Maryland, College Park, MD (2002)

BSME, Lehigh University, Bethlehem, PA (1992)

ORGANIZATIONS and MEMBERSHIP

University of Maryland, Smith Enterprise Risk Consortium – Advisory Council
 Business Executives for National Security (BENS) – Member