RANDY L. ALLEN

Work: 455 Sage
Ithaca, NY 14850
Email: Rla9@cornell.edu
Phone: 607-255-0072

Home: 487 Powers Rd
King Ferry, NY 13081

Cell: 908-672-0933

PROFESSIONAL EXPERIENCE

Samuel Curtis Johnson Graduate School of Management at Cornell University Ithaca, New York
October 2002 to present.

Associate Teaching Professor – July 1, 2026 to present

Senior Lecturer and Consultant in Residence - October 2002 to June 30, 2026

Coursework focuses on performance learning, critical thinking, and analysis through the application of knowledge gained in other courses to actual business problems. Developed a consulting process for Johnson and supporting courses. Courses taught have included consulting process, management projects, management consulting essentials, BR Consulting, Consulting Problem Solving Process, and management practicum. The various courses have conducted projects for small start-ups, large national and Fortune 500 multi-national firms. The learning objectives are to develop the knowledge and capability to solve a complex business problem, reinforce learning from other courses and apply those learnings to actual business problems. Learning is accomplished through lectures, reading and the actual project work.

In addition to her courses Randy teaches or has taught management skills programs on Case Interviewing and Consulting Process for Johnson and non-Johnson students and student groups. She was the advisor to the consulting club, led the consulting education program and provided significant support to students in their career goals and job search until June 2023. Her current courses include:

- NBA 5780 Consulting Problem Solving Process
- NBA 5690 Management Consulting Essentials

In addition to her courses Randy teaches or has taught leadership skills programs on Ace the Case and Consulting Process for student project groups. She provides significant support to students in their career goals and job search.

Associate Dean for International and Corporate Relations – April 1, 2007, to June 30, 2013

As associate dean responsibilities changed over the five and a half years but included the following areas:

- Admissions and Financial Aid
- Marketing and Communications
- Corporate Relations
- Project Office
- Career Management Center
- International Relations
- Emerging Markets Institute

- Office of Diversity and Inclusion
- Global strategy

Major accomplishments as associate dean include:

- Developed the strategic plan in partnership with the associate dean for academic affairs. The plan had broad input and participation from faculty, staff, students, alumni, and recruiters. The plan has six major initiatives including: program innovation, thought leadership, global, deepening business connections, alumni engagement, and financial support. The school has been following the plan and has made significant progress in the last five years.
- Collaborated with alumni affairs and development to launch international clubs to engage our alumni globally.
- Worked with the global faculty to develop the specific global strategy leading to the formation of the Emerging Markets Institute. The institute is two years old. It has developed education, research, and outreach activities.
- Developed new international institutional arrangements for courses and exchange programs.
- Led marketing and communication department as acting CMO since 2008. During this time, we have updated our website, launched new branding, fresh marketing campaigns, developed our social media presence and new digital marketing media in interactive view books and mobile applications.
- Worked with the CMC to develop a program to surround the student and helped recruit industry practitioners as career advisors.
- Initiated a supply chain and rankings review. The supply chain study is taking an analytical approach to defining target students based on critical success factors.
- Developed the dean's messaging for all audiences.

Girls Explore® LLC King Ferry, NY
June 2003 to August 2016

CEO and Founder

Girls Explore® LLC was a start-up company, engaged in a vertically integrated retail business of educational dolls and toys for girls 8 to 12 years old. In addition, the company developed an integrated standards-based education program for grades 4 through 8.

Kmart Corporation, Troy, Michigan
September 2000 to October 2002

Executive Vice President

The major responsibilities and accomplishments included:

- Led information technology through major initiatives to replace antiquated store systems, develop and implement enhanced supply chain and merchandise systems, and improve overall information access and usability. Store associate productivity at store level improved by 30 percent. Help desk staff was reduced by 20 percent.
- Conducted research and made recommendations on the role of food and the super centers in the business, including barriers to cross shopping, distribution alternatives and profitability impact. Did not support expansion of super centers until the base business was fixed and performing better.

- Implemented testing and analysis process to identify track and measure the results of tests to determine which concepts to pursue and roll out.
- Conducted business analysis and strategic planning. Defined new strategies based on consumer research and detailed analysis of the current business performance. Recommended against the Bluelight Always strategy and conducted analysis to conclude it was not the correct strategy. Identified that it was appropriate for about 35% of the items on the program.
- Developed diversity strategy, business case and five-year plan. Led diversity initiatives for suppliers, customers, and associates. Served as executive spokesperson and sponsor internally and at external forums. Determined that the ethnic consumer was a good opportunity for Kmart given the store base. However, conducted research to show that we needed to make significant improvements to retain that customer as our strength with them was based on locations where they were hostage to Kmart as the only option.
- Developed marketing, advertising and promotion programs based on consumer research and business analysis. These included special store holiday events and programs to retain and grow the business with households with children under five. Led team of Kmart associates and brand partners to focus on new and expectant moms to grow that customer segment.
- Identified, developed, and implemented cost reduction and operational efficiencies. As a part of these efforts led the company in adopting and using the Worldwide Retail Exchange (WWRE) to achieve over $150 million in benefits in 18 months.

Bluelight.com, LLC
October 2000 to October 2002

Chair of the Board

As Chair of Bluelight.com, an independent company and then a subsidiary of Kmart Corporation for e-commerce and internet service, major accomplishments encompassed the following:

- Led the Board of an independent Bluelight.com from October 2000 through July 2001.
- Performed the acquisition of selected assets of Spinway ISP service.
- Led the Board through the change in senior management, including assigning a CEO to replace the departing CEO. Worked with the new CEO to substantially reduce operating losses, improve operations and customer service. Reduced the projected loss for 2001 from $100 million to $67 million, and to under $13 million in 2002.
- Led the Board and Kmart through the buyout of the majority investors and a successful tender offer for the minority shareholders. The acquisition was completed at the beginning of August 2001, with no lawsuits, interruption in service or customer complaints.
- Worked with the Bluelight.com CEO to develop and implement an outsource operation for e-commerce technology, customer service and fulfillment.
- Converted the ISP service from a free service to a paid service. Led the sale of the asset because of chapter 11, with a significant return on the capital invested in the initial acquisition.
- Led the merchandise and promotional integration with Kmart. Expanded assortment to complement Kmart and service a broader set of the customer's needs. Implemented cross promotion programs to grow both the store and online business. Led the strategy to develop services and other sources of revenue for eCommerce.
- Converted Bluelight.com branding to Kmart.com branding which led to a significant increase in sales for the eCommerce operation.

Deloitte Consulting
February 1976 to November 1993, and October 1996 to September 2000

Started as a senior consultant and became the one of two first female consulting partners in August 1981. During the years at Deloitte consulting conducted the following types of projects:

- Marketing and Consumer Research: Defined consumer research needed, developed survey approaches, and conducted research. Based on research, developed findings and recommendations. Based on findings, helped put together marketing programs.
- Merchandise: Conducted merchandise organization reviews, recommending changes to improve operations and effectiveness. Developed merchandise planning and management processes and systems including profitability analysis and POM. Developed and conducted buyer training programs using stand-up instruction plus interactive work topics. These courses emphasize the quantitative skills necessary for buying plus general skills such as time management and negotiation.
- Operations: Conducted operations reviews in all areas of companies to identify strengths and weaknesses. Developed short and long-term recommendations for improvement. Conducted shortage studies. Developed operations procedures and manuals for all areas of retail.
- Inventory: Developed inventory reduction programs. Reviewed management process and recommended changes. Developed inventory replenishment techniques and systems.
- Distribution and Supply Chain Management: Conducted distribution operations reviews recommending short and long-term changes. Reviewed and organized distribution functions. Designed, developed, and implemented distribution systems to support allocation of merchandise and physical distribution. Developed and implemented supply chain management programs.
- Reengineering and Total Quality Management: Conducted business process redesign and total quality management projects to improve efficiency and quality while lowering cost structure. Trained client teams on process and led them through total company efforts.
- Information Technology: Performed numerous engagements in the retail systems area. System projects include long-range systems plans incorporating office automation and telecommunications. Designed and implemented systems in the finance, credit, merchandising, stores, and operations areas.
- Business Plans: Worked with retailers to develop long-term strategies and supporting business plans. Business plans include both strategic and tactical planning.
- Merger Integration: Led several successful merger integration projects including the CVS acquisition of Revco. Developed Consumer Business merger integration methodology.
- eBusiness: Worked on cost reduction, alternative strategies, and integration of the ecommerce business into the offline business. Led the formation of the start-up of the World Wide Retail Exchange. Developed the methodology for exchange readiness and retailer's achieving business benefits.
- Distribution Channels: Assisted several manufacturers in developing distribution channel strategies and implementing them. Areas addressed in these studies included alternative distribution channels strategies with pros and cons, selection of strategies, identification of programs needed to support the distribution strategy, identification of potential distributors and distributor contracts.

- Market Strategy: Assisted several manufacturers of consumer goods and technology products to develop retail market strategies. Strategies included product requirements, support programs, competitive position, organization, contractual arrangements, etc.
- Representative Major Clients: Kmart, CVS, Ahold, Nordstrom, Petrie Stores, Winkelmans, The Limited, Walden Books, Macy's, Rich's, Burdines, Federated, Bi-Lo, Tops, Pathmark, Phillips-Van Heusen, Sears, Marks & Spencer, Target, WWRE, Albertsons, VICS, IBM, NCR, HP, etc.

Phillips-Van Heusen Corporation
November 1993 to August 1996

Chief Administrative and Information Officer

Major responsibilities and accomplishments included:

- Led all information technology development and operation of the corporation, including voice and data communications. Consolidated retail information systems for the apparel and footwear retail businesses. Implemented new financial and HR/payroll systems. Reduced store level problems and help desk costs and improved polling efficiency to 99+% daily. Developed new manufacturing systems and began the consolidation to a single system from six. Supported the start-up of a new and highly automated DC.
- Conducted business analyses and special projects for the CEO. Led the divisions in a variety of quality and process improvement activities.
- Participated in three acquisition analysis teams, including the successful bid for Crystal Brands Corporation. Led the overall integration of Crystal Brands and set activities in place to improve efficiency and customer service in the acquired company.
- Led distribution and logistics for six months. Implemented improved reporting and management tools to improve efficiency and quality.
- Participated in developing the five-year strategic plan.

Boeing Computer Services
March 1969 to February 1976

Systems Programmer
Director Retail Industry Services
Director of Marketing for a Boeing subsidiary that provided computer services to retailers.

IBM
May 1968 to February 1969

Systems Analyst

BOARD EXPERIENCE

Non-profit

- New Jersey Institute of Technology
    - Trustee and Chair of the Finance Committee - served two times as Trustee.
    - Board of Overseers for the Foundation, which raises funds and oversees the use of the funds.
        - Member
        - Vice-Chairman of Finance for three years

- Executive Women of New Jersey – Founder, Past President, and member
- Chamber Music America – Director

For Profit

- Bluelight.com LLC – Chair of the Board

PROFESSIONAL ACTIVITIES

- Institute of Management Consultants - Certified Management Consultant
- Cornell University
  - Founding member of the President's Council of Cornell Women, including serving as the program chair, chair, and member of the steering committee. Currently a life member
  - Life Member of the Cornell University Council
    - Served a term as vice chair.
    - Served on the Technology Transfer Committee and Student Life Committees.
  - Member of the Resource Development Committee for Housing and Dining
- Samuel Curtis Johnson Graduate School of Management
  - Advisory Council – member and emeritus member
  - Chaired Task Force on Distance Learning
  - Past Member Center for Dynamic Leadership
  - Past Advisory Council Park Leadership Fellows Program

PUBLICATIONS

- *Bottom Line Issues in Retailing*
- *IBM 3680 POS Implementation Guide*
- *OCR-A Cost/Benefit Study*
- *POS Trends in the 80's*
- *POS Benefit Guide*
- Multiple articles on retail and distribution thought leadership topics and numerous speeches in the US and overseas

EDUCATION

- B.A. (Physics) - Cornell University - 1968
- MBA courses – Seattle University 1973-1974 (18 credits) Did not complete the degree.