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Executive Summary

- A highly innovative and commercially driven **COO Designate** with particular strengths in managing end-to-end product lifecycle strategies, implementing cost saving initiatives, continuous improvement methodologies, integration (post-acquisition or centralisation) and a passion for delivering fantastic customer experiences.
- Strong Leadership and Management skills in coaching, mentoring and inspiring highly successful teams, listening and empathising with their needs whilst providing an enjoyable environment in which to work.
- Excellent Problem Solving and Troubleshooting skills in applying root cause analysis, implementing systems and processes, providing continuous improvement and introducing sustainable solutions.
- Outstanding Project and Change/Transformation Management skills in analysing and evaluating information, initiating creative and innovative ideas and methodologies to improve operational delivery, commercial performance and the Customer experience.
- Exceptional Stakeholder Management skills in presenting and reporting to Chairmen and CEOs, influencing and persuading other Board Level Directors, sourcing and negotiating with Suppliers/External Service Providers and collaborating with Clients and Customers.

Key Achievements

- Reduced Opex from £160m to £144m by introducing Demand Sensing Methodologies, transferring existing skills across other departments and creating a 10-year Property and Digital Confidence Strategy.
- Grew Sales from zero to £2bn by increasing subscribers from 18k to 5m which has continued to grow to 10m today by creating a supply chain to support the necessary growth.
- Engaged to work with the Business Development Team to review their growth strategy, evaluate their range of products and services, develop the proposition roadmap, reporting to the MD Specialist Services.
- Appointed to manage UK Operations including IT, Procurement, Inventory, Demand Planning, Warehousing, Remanufacturing, Facilities/Quality, to introduce new policies, systems, processes and propositions.
- Promoted to create and lead the Business Operations Team consisting of Supply Chain, Property, Fraud & Security, Business Planning and People Development, 6 Direct Reports, 250 Staff, reported to the COO.

Career History

Director **LEFPS Ltd** **2016 to date**

Consultancy Business specialising in leveraging Supply Chain/Product Management opportunities

Santa Fe Relocation – Group Head of Moving

2017

- End to end responsibilities for 85% of the Group's revenue (€300M), across 51 countries and 101 sites. A new role established to introduce a product management function for the group's moving services. Results include a product P&L, group policies, central pricing, compliance, customer experience measurement and focus, budget guidance/target setting, supply chain (partners) management. Established multiple global matrix/virtual teams to deliver product related change roadmaps delivering c. 15 projects in 2017 with a further 15 to deliver in 2018. Delivered innovative business requirements for new technology deployment and proposition vision through the publication of a digital book.

DHL Supply Chain - Consultant

2016

- Facilitated a series of workshops with senior global stakeholders, sharing opportunities to diversify and explored areas where technology could help to innovate their customer propositions.

European Aftersales Service Businesses - Consultant

2016

- Advised a number of European companies in the technology aftersales market with a view to developing their growth strategy, reviewing their image and their propositions and presenting a variety of recommendations.

Director Supply Chain & Operations EMEA **Brightstar Corp**

2015-2016

Global Distributor of Mobile Telecommunications Products and Services, t/o \$6.5bn

- Introduced a new EMEA Supply Chain team to oversee cost savings and regional inventory of \$150m and leverage scale to develop new propositions and capabilities across EMEA, reporting to the Global COO and EMEA President.
- Reduced Inventory by 33% by developing demand planning models, re-negotiating terms with suppliers, re-allocating stock within the region and introducing purchasing authorisation controls.
- Lowered Overhead Costs by 30% by working closely with 7 Direct Reports, liaising with HR, lowering headcount by 45 staff, reengineering processes and systems whilst managing expectations and maintaining service levels.

- Contributed to multiple client tenders for various services and product sales, presenting to the client new innovative commercial models, associated with capital investment in inventory, and innovative customer propositions.
- Introduced a new €18m EMEA Inventory Management System to provide greater visibility and control by appointing a Programme Manager, identifying various vendors and designing innovative capabilities.

Vice President **B2X GmbH** **2013-2015**

Global Providers of Managed Aftersales Service Solutions to Technology OEMs and Distributors, t/o €350m

- Appointed to manage a major Telecoms Client (Blackberry) across 5 global regions, working with them centrally to develop new propositions and better customer experiences. Managed the €263m service business by reducing costs and improving customer experience by changing the global repair network and re-negotiating terms with contractors.
- Programme Managed the exit of the Blackberry business including staff transfers, \$5m inventory of spare parts, negotiating and novating 35 repair contracts whilst improving KPI performance pre-transfer.
- Managed the €2m Microsoft Account whilst developing a Vendor Managed Outsourced model for Latin America by designing and documenting processes, conducting workshops and negotiating the contract.
- Participated in a number of successful bids with Sony, Motorola and China Mobile by getting the clients to think innovatively about the propositions they were selling to their customers and their operating models.

Telefonica - European Supply Chain & Procurement Transformation Director **2012-2013**

- Promoted to leverage the scale of the European operating businesses, lead the development of a blue print to focus on the product supply chain and introduce improvement to the customer experience.
- Saved €300m in Costs by reducing inventory, utilising tax assets, improving stock availability, consolidation of supply chain partners, product standardisation and improved customer satisfaction.
- Presented a business case for massive cost savings to the European Board, worked closely with the German CEO (as sponsor) and gained buy-in from local CEOs across the region (UK, Czech Republic, Spain, Germany, Ireland and Slovakia).

Telefonica O2 - Head of Operations **2011-2012**

- Led the £12m Project to design and deliver a new innovative corporate HQ in central London by sourcing a suitable location, gaining approval from the Group Chairman and appointing a Project Manager and Team.

Telefonica O2 - General Manager Supply Chain **2008-2011**

- Appointed to manage O2's Product Supply Chain, to review values, introduce a transformation programme affecting customers and suppliers, reduce costs and improve customer satisfaction.
- Overall Winner at the European Supply Chain Excellence Awards in association with PwC by being recognised for transforming the end to end supply chain (product cycle), introducing new vendor commercial models and placing the customer at the heart of the business.
- Achieved an 87% Employee engagement Score by reviewing the existing structure, interviewing stakeholders, restructuring the team and developing and agreeing a raison d'être with internal and external customers.

Supply Chain Director **H3G/Three** **2003-2008**

Chinese owned Private Mobile Network Start-up Business, t/o £2bn (2008)

- Appointed to establish a professional supply chain function from scratch to include the end to end product lifecycle and to contribute as a key member of the senior leadership team.
- Reduced Customer Returns from 35% to 12% by improving the POS experience, the management of the call centre in India, introducing return avoidance techniques and improving diagnostics and training.

Head of Logistics **Vodafone** **1998-2003**

Global Provider of Telecommunications Services

- Appointed to consolidate all supply chain activities across multiple operating businesses, align processes, KPIs and customer propositions whilst outsourcing logistics to a 3rd party provider.
- Set up the distribution network for the new Dutch business (Vodafone Netherlands).
- Won the annual Retail Week Award for Customer Innovation by introducing a high street "walk-in" repair concept to address returns avoidance and improved customer satisfaction.

Earlier Career

- Head of Logistics Cellnet/BT Cellnet
- Operations Manager Vodafone Connect
- Managing Director DH Communications
- Service Manager Motorola

Qualifications and Training

- HNC in Electronics and Telecommunications Engineering
- Certificate in Management Studies
- Numerous Leadership Development Courses