**INTRODUCTION**

#### A Few Interim Roles Performed

* Managing Director, AUD$20M High Growth Distributor—18 Months
* Project Director, Global Supply Chain Review US$5.1Bn Manufacturer & Distributor—18 Months
* Project Director, New AUD$100M Start-Up, Healthcare Logistics—2 Years
* Supply Chain Manager, AUD$3Bn Turnaround Manufacturer & Exporter—12 Months
* National Business Manager, Multi-Contract Turnaround 3rd Party Logistics – 6 Projects, 7 Years
* Project Director, ISO9000 Certification – 6 Months
* Supply Chain Expert, High Street Retail Turnaround—6 Months
* Project Director, Business Continuity, Multi-Site Manufacturer—8 Months

**Why Me?**

I create and deliver comprehensive solutions to complex business problems.

Excelling at Strategic Planning, Change Leadership and Execution across every functional discipline, my projects consistently deliver spectacular, streamlined, sustainable results.

I ensure engagement of key stakeholders in designing and delivering results that outlast my engagements. Many examples are quantified on following pages.

I set transparent, objective measurements of success and I am happy to be rewarded in accordance with achieving agreed milestones.

I have most often brought about these results working with small / medium high growth or turnaround businesses, and in more focused departmental-level projects with hospitals, multi-national companies and government.

In my engagements, where appropriate, I apply the principles of PRINCE2, Lean, and TQM philosophies… among others.

Specialties: General Management; Turnaround; High-Growth; Business Process Optimisation; Strategy; Strategic Planning & Execution, Business Planning & Execution, ISO9000 Certification; Supply Chain.

**Formal Qualifications**

* 16-Unit MBA with Distinction Average: Deakin
* Australian Army Officer Cadet School
* Non-Executive Director Seminar: Cranfield
* Professional Boards Forum
* ISO 9000 Auditor

 **Teaching Engagements**

* RMIT University E-Business MBA
* Australian Army Logistics Officers Intermediate & Advanced Courses

#### Military, Ministerial & Voluntary

* Commissioned Officer Australian Regular Army

Served as Transport Manager Queensland & Victoria; Movement Officer Adelaide Transport Unit & Army Aviation Centre; Officer Commanding Northern Territory Transport & Movement Unit and Admin. Officer – Chief of the General Staff’s Exercise. Resigned with the rank of Captain.

* Member Victorian Sea Freight Council, Ministerial Appt.
* Business Champion / Mentor, Connect London

* RMIT University Aviation Management MBA
* Civil Aviation University of China—Supply Chain Strategy

**Selected Speaking Engagements**

* + Thames Valley Society of Chartered Accountants
	+ GS1 Healthcare (Princeton)
	+ European Healthcare Manager’s Association (Barcelona)
* Cass Business School, London - Keynote Speaker
	+ Institute for Independent Business (London)
	+ Association Healthcare Resource & Materials Management (Anaheim)
	+ Hospitalog Asia (Bangkok 2003, Singapore 2004)
	+ Supply Chain World (Sydney)
	+ Pharmatech (Sydney)

 **Publications**

* + Practice-Dysfunctional: Prognosis Hopeful
	+ Supply Chain Certificate Course (3 Units) for RMIT University
	+ Comparative: Point-of-Use Vs Legacy Systems in Healthcare Supply Chains

**Sector Specific Segments… Explanation**

The remainder of my CV will be divided into sector-specific segments. Within each segment I will briefly describe some of the assignments I have undertaken in that sector, plus the outcomes achieved. These are not exhaustive, nor are the selected sectors the only ones in which I have undertaken projects.

Key to understanding my career is understanding that I began working in ‘interim’ / turnaround roles within 18 months of beginning my formal career – and, regardless of the employer, that is the type of work I’ve done ever since.

**Food & Pharmaceutical Sectors**

CSL Pharmaceuticals, USA, Europe & Australian Projects—USD$5.1Bn Biotherapies Manufacturer

* + Led CSL Pharmaceuticals project focused on accrediting supply chain for delivery of flu vaccines from Australia to the UK incorporating GMP, GWP, TGA, ISO and HACCP requirements under a cold chain umbrella monitored, signed off by all supply chain participants.
	+ Led project to eliminate waste and improve service levels in Global Supply Chain. Initially producing a detailed cross-functional map of the existing global supply chain (centre of excellence manufacturing in Germany, Switzerland, USA and Australia, exporting everywhere)—including business process, costs, supporting systems and structures. In-depth research and analysis then enabled development of a what-if supply chain model that was subsequently implemented—including re-structuring the supply chain organisation and shutting down some non-productive plants / DCs while opening new, better situated operations.
	+ Conducted detailed market research on pharmaceutical distribution channels in Australia, identifying changes underway in the sector—a move away from organisations combining manufacturing & distribution toward 3rd-party providers distributing on behalf of major manufacturers. Based on this CSL moved to the use of 3PLs in most physical distribution requirements.

Prosonix Ltd, UK—Specialist R&D Pharmaceutical Manufacturer

* + Led design, development and implementation of ISO 9001:2008 quality management system—achieving Certification from SGS in June 2009.

Bonlac Foods (now Fonterra), Australia—AUD$1.3Bn Dairy Foods Manufacturer

* + Facilitated implementation of S&OP for leading teams of 3 business divisions, using JDE and i2, enabling whole of business optimisation decisions, reductions in inventory and waste (AUD$100M+), improvements in customer service levels (25%+) and sales margins (3%+).
	+ Led “Working Differently” for 1200 employees of Bonlac Foods across 8 sites in 2 states, engaging them in realising a vision for an integrated business classified and benchmarked as “World Class”.
	+ Implemented “Meaningful Measures” using process measurement (IFOTEF at vendor, production and customer service levels), yield, waste and cost measures broadcast on an intranet site readily available to all employees to underpin performance improvements.

National Blood Authority, Australia

* + Successfully tendered for inclusion in framework to design/deliver supply chain projects.

**Distribution, Wholesale & Retail Sectors**

Healthspace Pty Ltd, Australia

* Founded a new business, importing and distributing state-of-the-art stock management systems and consultancy for the Australian hospitals market. On reaching high-growth status, designed and implemented ISO 9000 compliant processes for the business, negotiated major contractual arrangements with key suppliers, engineered marketing strategy and oversaw unique approach to fulfilment strategy, gaining first-mover advantage in the market.

Waterstones (HMV), United Kingdom

* Led process analysis and re-design for Waterstones supply chain – advice they accepted and implemented, saving a recurrent £21 Million in end-to-end business process costs following investment of £15M.

Howard Smith Industries (now Wesfarmers), Australia

* Developed Strategic Options Paper for Howard Smith examining wider base for portfolio improvement, covering retail & industrial distribution.

Stanley Black & Decker – Healthcare Division, Europe

* Conducted brief Operational Review of distribution operations for Scan Modul Division in Europe. Developed Action Plan to address integration issues encountered following acquisition—including new Distribution Centre, introducing ISO 9000 and re-structuring management.

**3rd Party Logistics / Supply Chain Sector**

Mayne Group, Australia – AUD$3.2Bn Diversified Healthcare & Logistics Service Providers

* Design start-up $100M health logistics business leveraging Mayne holdings, inclusive of:
	+ Initiating & conducting global study tour – CSC, GATX, Serco, Livingstone, Cardinal and Helix Health in UK, USA, Canada;
	+ Designed and conducted evaluation of Proof of Concept Pilot run in partnership with J&J, BD, Mallinckrodt, Baxter, Smith & Nephew, 3M and six Mayne hospitals identifying AUD$10M savings that would accrue for that group through introducing integrated supply chain services.
	+ Completing Business Case and designing operational framework inclusive of organisational structure, cost models, operational processes & IT management specifications.
* Delivered EBIT improvement from breakeven to a steady 6% within 6 months over 6 3PL sites while also managing 70 employees reporting 70% improvement in 11 Employee Survey criteria over 12 months in same period.
* Wrote Business Plan encompassing strategic analysis & plans, growth targets, op. innovation, financial & resource planning, forming basis for AUD$14M contract renewal & $2M organic growth for their Air Liquide contract.
* Led development, implementation and successful accreditation of ISO 9000 at 9 sites in 5 states.

TNT (now CEVA), Australia

* Conduct research and analysis relating to market entry strategies focused on pharmaceutical distribution. Encompassing a synopsis of the key players, current 3PL arrangements, vulnerabilities, key individuals, strengths and potential entry strategies for each.

**Healthcare Sector**

University Hospitals Southampton NHS Foundation Trust, United Kingdom

* Designed and conducted Internal Transport Review, exposing and realising low-hanging fruit in extensive service replication between supplies, post, sterile service, x-ray, catering, linen, waste, pathology and patient transport—implementing per annum savings of at least £356K, whilst recommending simple pathways to realize at least a further £500K per annum in productivity and procurement savings.

Goulburn Valley Health, Australia

* + Successfully applied for Federal Government Grant to automate the entire supply chain of Goulburn Valley Health Services. Engaged J&J, Smith & Nephew, DHL, Tyco, hTrak and others to successfully complete this project, reducing administrative task time for nurses by 90%.
	+ Placed interim supply management in the hospital whilst conducting the recruitment of new Supply Service Manager.
	+ Worked with the hospitals CFO to develop and implement a business plan for their retail space.

Bayside Health (now Alfred Health), Australia

* + Won & led $1M project focused on introducing inventory management & business process improvement to the core replenishment activities of Melbourne’s major trauma hospital. Achievements included:
	+ Eliminating working capital waste by one-off 51% of stock-on-hand (AUD$3.13M);
	+ Realising 7% recurrent saving in working capital expenditure (AUD$1.73M per year);
	+ Facilitating introduction of new business processes supporting improvements – reducing process replication by clinical, medical, scientific and administrative staff by a total of 65% (AUD$611K per annum).

Melbourne Pathology, Australia

* + Conceived, designed and delivered business transformation project improving productivity by 26%, reducing total cost-to-serve by 16% and improving customer service levels to 98%+.

BUPA Hurstville, Australia

* + The Executive of Hurstville Community Private Hospital (HCPH) were concerned that COGS had risen from 18.72% to 21.4% within 18 months.  Reviewed working capital employment and infrastructure configuration—and were also asked to study the replenishment processes, producing an action plan to reduce COGS to less than 15% per annum.

Royal Victorian Eye & Ear Hospital, Australia

* + Conducted review of the efficiency and effectiveness of medical consumable and device supply chain. Constraints within the hospital’s current arrangements inhibited an immediate move to best practice, hence a staged implementation over a number of years was planned. Undertook preparation, publication and evaluation of an EOI seeking supply chain services for the hospital and completed fundamental preparatory work for the new service on behalf of the hospital.

Independent Case Studies (Project Before/After) - Sentient Health, hTrak in Japan, Australia, United Kingdom

* + Designed and completed comprehensive before and after Case Studies for MedTrac and hTrak implementations at Omunta Hospital (Japan), Alfred Hospital (Australia), Royal Brompton & Harefield NHS Trust (United Kingdom).

**Wood Products, Packaging & Print Manufacturing Sector**

Carter Holt Harvey (Division of International Paper)Packaging & Wood Products Divisions, Australia & NZ

* Conduct a complete Strategic Assessment environment following a failed implementation of SAP. Identified critical pre-requisite steps had not been undertaken… presented pathway to take them forward and facilitated implementation—including Management Education, Organisational Re-Structure, Business Process Optimisation, Development of SAP Implementation Pathway. Through going back to the drawing board the implementation was—just—able to be rescued.
* With SAP ‘on the mend’ undertook an inventory balancing project, analysing raw material and finished goods stock positions—matched with an assessment of the detailed demand forecasting, capacity and order management processes. The resulting change program reduced raw material stock by 52% and damage by 83% while improving stock accessibility. Alongside this Finished Goods supply to the tail of customers who cost more than they earned ceased; implemented a service agreement for customers requiring stock holding and moved away from a total Make-to-Order strategy.
* Undertook classic market analysis of packaging for the Horticulture sector. Analysed the remote environment—economy, technology, political, cultural, legal and demographics etc… moving on to in-depth analysis of the industry environment covering structure, competitor analysis, product mix and an analysis of the company’s products. Produced a final report addressing the options available—Exit; Expand & Invest; Specialise & Focus ; Acquire or Merge… making recommendations that aligned with the company’s strengths.
* Engaged by Wood Products to rectify their difficulties in balancing supply and demand to produce the most profitable outcomes. Gained understanding of cross-functional processes for all production stages, compilation of unconstrained forecasts and capacity plans then moved onto clarifying disconnects and facilitating design of an S&OP process. This formed the core element in identifying parameters to formulate centralised, optimised capacity plans and produce user specifications for a supporting tool, having identified that existing tools lacked capability to address the complexity of the new process and further clarifying that a process flow, rather than theory of constraints, system would best suit the task. Produced a detailed RFI, issued to prospective vendors based on the user specifications, conducting a first stage assessment and sending a detailed RFI to a short-list.

Skanem, Europe

* Undertook a Business Continuity Project aiming to put in place robust and effective continuity and contingency plans at ten core European plants addressing two primary areas:
	+ Those traditionally seen as threatening continuity—disasters and interruptions to business… issues which are largely out of the control of individual companies; and
	+ The far more common threats to continuity that arise—supplier reliability, customer volatility, process flow, inaccurate sales forecasts and so on.
* Delivered report and facilitated implementation, inclusive of situation training program, covering four Action Items—Plant Hierarchy Matrix; Structure, Strategy & Planning; Systems Integration and Disaster Recovery Plans & Training.

Salmat, Australia

Short-term project, aimed at rapidly identifying and rectifying the root-causes of the inventory management and control issues causing variable margin outcomes. Proposed changes to inventory and purchasing management and control methodologies that successfully addressed the problem. Further observations, regarding longer-term issues were also identified in the course of conducting the project, and included the final report.

**Service Sector**

Elmbridge Borough Council, United Kingdom

* Designed and delivered a bespoke Leadership Training program for the Housing Benefits Department, specifically addressing: Developing Leadership Characteristics, Maximising Management Control, Building a Winning Team, Creating Customer Focus, Maximising People Performance, Creating our Future and Review and Action Planning.

Australian High Commission Defence Staff, London

* Provide training on strategic business planning, measurement, sustainability and implementation for the RAN Advisor, London and staff. Inclusive of creating and facilitating the population of a strategic planning and business measurement framework, Identifying tools that support the elimination of repetitive, administrative tasking in delivering activities against plan; and facilitating implementation of the strategic communication and measurement aspects of the plan, inclusive of review.

Recruiting Services—Panache Placements, Happy Home Staff,

* My first venture into establishing and running a business. Panache specialised in placing ex-Defence Force personnel – translating their particular experience to ‘civvy street’ language.
* Conducted comprehensive Strategic Review for Happy Home Staff, determining the best way forward for the business. Moved on to create a robust business plan underpinning business growth and provided ongoing support whilst the initial implementation of the plan was conducted.