

# Client Name

## Supply Chain & Logistics Director

---

Dynamic and strategic professional with a robust history of directing company's overall supply chain and logistics operations to maximise process efficiency and productivity. Instrumental in driving transformative changes and delivering substantial cost savings and efficiency gains across various sectors. Expert in synthesizing complex logistics and distribution strategies with a strong emphasis on automation, digital transformation, and sustainability. Skilled in integrating AI and advanced analytics in supply chain operations by utilising data-driven approach to improve both demand and supply chain processes. Adept at spearheading design and launch of innovative logistics solutions across group businesses to enhance visibility and planning capabilities to support growth and operational excellence.

## Areas of Expertise

---

- ❖ Contract/Operational Management
- ❖ Business Development
- ❖ Market Share
- ❖ Advanced Data Analytics
- ❖ Project Management
- ❖ Network Design
- ❖ Supply Chain & Logistics Operations
- ❖ Enterprise Resource Planning
- ❖ Team Leadership/Training
- ❖ Mechanical & Quality Engineering
- ❖ Root Cause Analysis
- ❖ Team Leadership/Training

## Professional Experience

---

**Pets at Home PLC, [www.petsathome.co.uk](http://www.petsathome.co.uk)** 2020 – 2024  
Head of Distribution / Supply Chain Development 2022 – 2024

Directed the executive board in the development and implementation of a comprehensive supply chain strategy, optimising costs across an end-to-end addressable spend of approximately £180M. Initiated and presided over the Supply Chain Steering Group, enhancing cross-functional collaboration to discover integration opportunities both horizontally and vertically and to standardise S&OP planning cycles. Formed a supply chain data analytics team that utilised AI and advanced analytics to gain deeper insights into supply chain performance and promote continuous improvement across demand and supply networks.

- Delivered logistics cost benefits of roughly £1.5-£2M per year (3% annually) and reduced CO<sub>2</sub> emissions by 350 tonnes through continuous improvement programs guided by Lean 6S principles.
- Partnered with key stakeholders to define a five-year strategy for the end-to-end supply chain, crafting a development roadmap and investment case that projected about 3% in cost benefits and enhanced future capabilities.
- Spearheaded the specification and design of a new automated solution for licensed medication fulfillment, generating substantial service improvements and cost savings of approximately £0.6 million (7%).
- Secured approximately £1M in cost savings (20%) and achieved a 15% reduction in in-transit damage by negotiating a new supplier framework and range for consumables.

General Manager 2020 – 2022

Oversaw warehouse operations that supported both retail store and ecommerce fulfillment, managing a 24/7 operation with a total budget of approximately £32M and up to 900 staff members. Formulated the logistics network strategy and guided the development of future distribution center projects.

- Decreased ecommerce fulfillment customer contacts per order by a factor of four through root cause analysis and subsequent reduction in order defects.
- Instituted full harmonisation of all colleague terms and conditions across the site to enhance workforce flexibility.

**Marshalls PLC, [www.marshalls.co.uk](http://www.marshalls.co.uk)** 2019 – 2020  
Head of UK Operations and Logistics (Interim)

Managed all UK on-demand manufacturing and logistics operations for the Marshalls' mortars and liquid screeds business unit. Conducted a comprehensive review of the key business systems and processes, enhancing service and compliance while reducing operating costs in anticipation of an ERP upgrade (Ax).

- Achieved operational savings of approximately £500k by harnessing targeted opportunity delivery and KPI measurement.
- Crafted a 5-year operations strategy to fully integrate and align the business unit with the overarching group strategy.

**Portable Venues Group Ltd, [www.smart-space.co.uk](http://www.smart-space.co.uk)** 2018 – 2019  
Advisor to the Managing Director (Contract)

Delivered advisory and project management support to enhance the sourcing, manufacturing, and logistics operations and manage premises relocation, thereby creating value for the business ahead of sale.

- Devised the future market strategy and customer propositions for the business, aiming to target sales and marketing activities that would profitably increase revenues by over 10% per annum and expand market share.

**Victoria PLC, [www.victoriapl.com](http://www.victoriapl.com)**

Logistics Director (Interim)

2017 – 2018

Governed all UK logistics operations and strategy as an executive board member, supporting eight UK group businesses.

- Engineered and implemented a new UK logistics network strategy that consolidated all group logistics operations, facilitating high growth through acquisition and standardising systems and processes to enhance the customer proposition across both B2B and D2C channels.

**RJK Logistics Ltd, [www.rjklogistics.co.uk](http://www.rjklogistics.co.uk)**

Founder & Operations Director

2015 – 2018

Drove efficiency and collaboration within the construction sector as a start-up business.

- Attained FORS Silver accredited operator status and received the "Most Promising Start-Up" award at local business awards.
- Crafted and executed the business start-up plan and ongoing strategy to meet high growth demands, achieving revenue growth to £750k within 18 months.

**Boots UK, [www.boots.com](http://www.boots.com)**

2011 – 2015

Head of Distribution and PDC

2014 – 2015

Served as a member of the Supply Chain operating board and a key member of the Boots UK senior leadership team, reporting to the executive board. Oversaw all retail, pharmacy, and ecommerce distribution, including home delivery, for the UK, Ireland, and international ecommerce home delivery. Led major development programs across the supply chain function, focusing on supporting the digitalisation of the customer proposition. Held budget responsibility for approximately £130M, managing up to 3500 FTEs across 250 locations, including 15 warehouses, 1300 vehicles, and 250 trailers throughout the UK and Ireland. Managed contract and supplier relationships for a £70 million 3PL contract for retail distribution. Coordinated multi-provider contract management for all retail B2C carriers.

- Formulated integrated distribution strategy for the UK, scheduled for implementation over two years to save £12M in operating costs annually and establishing non-linear supply chain to fulfill business's omni-channel ambitions with strong focus on network design, collaboration with group pharmacy wholesale business, and strategic property development.
- Orchestrated design and procurement of a new transport management system to enhance visibility and planning capabilities across the group businesses.
- Conducted a post-implementation review of a new £350 million third-party transport and distribution contract to secure £40 million of budgeted benefits.
- Spearheaded the design and implementation of a later cut-off customer proposition for the e-commerce channel to significantly boost the growth of click and collect by re-planning the trunking and distribution network.
- Enhanced operational compliance and reduced patient safety risks through the development of standard operating procedures, risk-based audits, and focused accountability within the leadership teams.
- Instituted a new environmental strategy for the function, which included the introduction of electric delivery vehicles, reducing the carbon footprint by 25% over three years.

Head of Pharmacy Delivery & Collection (PDC)

2012 – 2014

Played pivotal operations role at the intersection of Pharmacy and Digital strategies for both B2C and B2B delivery of prescription medication across the UK and the ROI. Managed budget of approximately £33M, overseeing over 220 hub and satellite operations nationally, about 1200 delivery vehicles, and 1800 colleagues, facilitating roughly 10M collections and deliveries annually.

- Conducted a comprehensive review of current systems and processes across multi-disciplinary teams to foster collaborative working and develop a profitable commercial model.
- Boosted service levels to approximately 98% first time in full, an increase of 4%, through enhanced communication with customers, concurrently improving operational efficiencies and saving £1.2 million annually.
- Acted as the project sponsor for implementation of 500+ stores onto the service that increased deliveries by approximately 2M annually.
- Harmonised all operating procedures and centralised customer proposition delivery scheduling to ensure control and consistency, resulting in annual savings of over £4M.

Head of Warehousing and Logistics Support Centres

2011 – 2012

Served as the senior business lead with accountability for the fully automated Boots.com e-fulfillment, Boots International distribution, Seasonal logistics, Returns, and Network hub operations. Oversaw a budget of approximately £31M, managing over 700,000 sq ft of warehousing space across two sites, and directing up to 1100 FTEs serving 18 international markets.

- Deployed an automated (Knapp) stock-to-man fulfillment solution for Boots.com, serving 3M customers per annum with annual growth exceeding 35%.
- Transitioned the Boots.com fulfillment operations from an external third-party logistics provider to in-house management.
- Enhanced customer satisfaction by incorporating customer feedback, achieving "Best ever" seasonal Christmas operation in 2011 with a record customer care score of 96%, followed by the highest ever product availability in store at launch in 2012 (82%).
- Cut operational spending by £8M over two years by increasing efficiencies and reducing overheads.
- Decreased international retail inventory by 10% through focused management of obsolete stock and enhancing stock collaboration between warehouses to minimise dual-located SKUs.
- Conducted full process review of the international logistics operation in preparation for a forecasted annual growth of over 50%.
- Integrated Lean Six Sigma (L6S) methodologies into operations to foster a culture of continuous improvement.

## Additional Experience

---

eCommerce General Manager, DHL Supply Chain, [www.dhl.co.uk](http://www.dhl.co.uk)  
General Manager, iForce Ltd, John Lewis E-Fulfilment Contract  
Regional Sales & Operations Manager 3663 for Compass Group  
Warehouse & Distribution Manager, Virgin Megastores  
Operations Manager, Tibbett & Britten Group  
Sponsored Undergraduate Trainee, British Airways  
Undergraduate Production and Quality Engineer, Jet Filters Ltd

## Education

---

Master of Business Administration | Cranfield University  
Level 7 Executive Senior Leadership Post Graduate Diploma  
Bachelor of Engineering in Mechanical Engineering (Hons) | UMIST

## Licences & Certifications

---

IOSH Certificate in Health & Safety Management / NEBSM Certificate in Supervisory Management / Lean six sigma Green Belt

## Awards & Honours

---

Freeman of the Worshipful Company of Carmen and awarded the Freedom of the City of London June 2023  
Awarded Fellowship status of the Chartered Institute of Logistics and Transport (2015)

## Languages

---

English (Fluent), Basic French and Italian