

Alan Edwards

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Senior Commercial lead and Programme Manager

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Alan is an expert in start-up and turn-around of complex multi-disciplined technology projects that are focused on delivering business benefits within tight deadlines and budgets. His top class ability in a range of roles including supplier commercial and contract management and programme delivery, is borne out by an impressive client list in sectors such as Public Sector Media Technology, FMCG, Logistics, Finance, Telecommunications & Engineering.

90% of Alan's assignments are repeat business or recommendations from senior sponsors at large organisations.

Success has come from gaining trust from senior stakeholders, focusing control, influence, staying ahead of the game and the ability to see the overall picture whilst giving pragmatic attention to detail. Alan is a specialist in building strong teams by openness, respect and jointly owned scope, purpose and direction.

DRIVERS AND SKILLS

- Starter-initiator who enables and drives delivery of change.
- Focused on driving well organised projects forward to time, quality and budget targets.
- A trusted listener and leader of people at senior sponsor and operational levels.
- Managing governance and the expectations of senior business management.
- Mentoring in teamwork, resilience, focus, credibility, thinking, planning and supporting in times of stress.
- Comprehensive understanding of business processes and lean techniques.
- Intermediary between Business Operations, Information Systems departments, Outsource and IT suppliers.
- Functional skills: sales, supply chain planning, warehouse, logistics, customer management, finance and HR.
- Systems skills: Supply Chain, CRM, ERP, forecasting, MRP, operations planning, order management, finance, and warehouse systems.

MAJOR CLIENTS

- BBC
- Weetabix
- Muller Dairy
- Unigate
- Gerber Foods
- Royal Bank of Scotland
- HBOS Clerical Medical
- RS Components
- Three
- Sharelink Charles Schwabb

SPECIALITY ROLES

- IT commercial and contract management
- Supplier Relationship Management
- Programme and Project management
- Planning and Risk management
- Business Change Preparation
- IT Procurement
- Project & Business Operations Recovery
- Service Management shaping
- Service Level Agreement implementation
- Due Diligence and Outsource facilitation
- Transition and Transformation delivery
- Business analysis and process re-engineering

KEY SUPPLIER RELATIONSHIPS

- Atos
- Accenture
- SAP
- T-Systems
- Successfactors
- OpenText
- Pivotal
- Quantel
- Manugistics
- Red Prarie
- Highjump
- Capita
- Sopra Steria
- Cisco
- Cognizant
- BT
- Vodafone
- HP
- IBM
- MediaGeniX
- SintecMedia
- Avarto

KEY ASSIGNMENT SUMMARIES

Supplier commercial management and programme delivery

BBC Technology

7 key assignments, reporting to CTO, CIO and Supplier Management Director over 6 years incl.:

- Turned-around 6 high profile technology programmes affecting the whole of the BBCs 26,000 employees.
- Facilitated transition and transformation of outsourced technology services from Siemens to Atos.
- Negotiated a detailed £30m contract with Outsource supplier to move technology from Television Centre.
- Referred to as "The model project". Managed the BBC and Atos Programme Directors and planning teams through the transition of 5,500 networks, 800 IT systems, Telephony, and all Satellite and critical Broadcast services from TV Centre to other sites around the UK. Completed ahead of time and budget with no unscheduled "off-air".
- Lead commercial manager of a complex set of relationships in a reimplementation of SAP Procurement, Finance, and HR solutions. Completed new high value contracts and managed ongoing call-off's and performance against contracts with SAP, Opentext, Successfactors, Accenture, Sopra Steria & Capita.
- Commercial lead in OJEU process for a Broadcast Management System worth circa £15m over 12 years.
- Established programme-wide planning, risk, project management office and supplier management on a strategic Connectivity transformation from Atos/Vodafone to BT, consisting of c5,000 Core high capacity media, broadcast and data networks and c5,000 ISDN and broadband novations.

Strategic Outsource Bid commercial, contract and solution coordination **T-Systems/ Cognizant**

- Advice and facilitation in an OJEU Public sector bid, multiple service streams for a worth multi £100m.
- Cross functional integration of commercial, contractual and technical solutions.
- Input and guidance on contractual derogations, commercial structure compliance and dialogue, and technical solution compliance.

Project Manager – Pivotal CRM Field Sales System

6 key assignments, reporting to CEO, CTO and SD e.g.:

**RBS Invoice Finance
RS Components**

Finance Factoring and Engineering Spares Supplier - Customer Service Centres

- Rescued failing projects. Led supplier and customer teams through requirements, build and deployment.
- Circa 250 users at each client. Delivered on budget and within the 6 months target timeframes.

Senior management mentoring, change management and strategic systems selection

Weetabix

2 key assignments, reporting to CEO e.g.:

- Implemented structured project methods across business operations and mentored the senior management in decision making and expectation management.
- Drove the procurement process for world-class Forecasting and Warehouse Management systems.

Programme Manager - Enterprise systems & automated warehouse implementation

Müller UK

3 key assignments, reporting to CEO e.g.:

- Delivered a £30m spend series of projects on time, on budget and achieving significant benefits.
- Replacement of Financial and Commercial ERP suites of software.
- Implemented a new sophisticated fully automated warehouse for Finished Goods and Raw Materials.
- Led all 10 business and IT senior managers through new process design, testing and implementation.

Senior project manager and commercial lead – Food Manufacturing Group

Unigate

4 key assignments, reporting to Change Director e.g.:

- **Large Supply Chain Excellence Programme – Reengineered 13 factories and logistics operations**
Managed and mentored senior operational management in Business Process Re-engineering.
- Led business readiness improvements across all functions of the main £100m St.Ivel yogurt factory.
- Completed contract negotiations for new ERP, Planning and Warehousing solution in deals worth in excess of £10m.
- **IT Department Outsource** - A deal worth £16m, TUPE 70 employees, sale of £3m computer assets, sale and lease of data centres. Transfer of responsibility for all IT services, SAP and other developments. Managed the sale of assets, transferred third party contracts, and facilitated contractual negotiations.

Programme Manager – Start-up business – Volume Share Dealing

Sharelink

3 key assignments, reporting to CTO and COO e.g.:

- Programme managed all 12 senior business and technology managers
- Built a £400m turnover business from scratch employing 400-500 people, to handle the public sale of all 13 Electricity companies, on behalf of the government. £5m profit over 6 months.
- Conception to fully live operations within 3 months, and then six further successful business reshapes.
- Technology was designed to handle extremely high volume transactions e.g. in one 2 week phase the business handed £3/4bn in cash and cheques. Technology spend £3M in an overall build cost of £10m.

Global IT and Services Procurement – 3G Multi-national Telco Start-up

Hutchison 3G (Three)

- Commercial lead in deals from £1m to £20m. Rights acquired for international affiliates
- Procured Data management and analysis software tools used by world-wide IT departments.

CAREER RESUME

1990's-2016: 25 years Supplier & commercial management and project delivery

(Contract)

- **Leading roles in many successful supplier and systems solutions selections**
- **Detailed commercial and contract negotiations, in deals varying from £100k up to £40m.**
- **Leading delivery roles in complex projects.**
- 90% of new assignments are repeat business from senior sponsors at large organisations.

1980's: 8 years pre-sales and sales account management

(Full time employment)

- Practical experience of "Cold Call" new business selling, opening up new strategic markets, and management of key accounts.
- Central Government, British Telecom, Retail Banks and Commercial Retailers.
- Over-achieved targets over £3m for major computer and communications systems manufacturers.

1970's: 8 years support, programming, systems analysis and team management

(Full time employment)

- Implemented mainframe and server solutions, including Patient Administration and ERP applications
- Health Service, Commercial and Manufacturing sectors.

Outside the business world Alan supports his wife on their working smallholding on which they run an Outdoor Therapy and Education Centre, which makes a significant difference to the lives of children and adults with special needs (www.countrycollege.co.uk). Alan also has a Private Pilot's Licence.

FULL TIME EMPLOYMENT

CAP Financial Systems	Senior Sales Manager	Banking and Card systems
Digital Microsystems Ltd. Apricot	Senior Sales Manager	IT Office systems & networks
Ferranti Computer Systems	Senior Sales Manager	IT Office systems & networks
Digital Equipment	Pre-Sales Software Specialist	ERP & personal computers
Several Systems Houses//Bureaux	Development team leadership	ERP systems
Queen Elizabeth Hospital	Programmer	Hospital administration systems

CHRONOLOGICAL LIST OF ROLES

FREELANCE CLIENT LIST

BBC Technology	Programme and Supplier Management	Oct 16	Mar 17
T-Systems/ Cognizant	Commercial, Contract and Solution major bid coordination	July 16	Sept 16
BBC Technology	Commercial and Contract lead EJEU procurement BMS	Nov 15	May 16
BBC Technology	Supplier and Commercial Management SAP Implementation	Nov 13	Sept 15
BBC Technology	Programme Management Major Technology Implementation	July 12	Sept 13
BBC Technology	Supplier, Commercial and Programme Restructuring	May 11	July 12
Crowcon Gas Detection Equipment	Sales & Operations Improvements and CRM Implementation	Mar 10	Apr 11
Brambles Living Farm	Development and marketing, Specialist Social Care Service	Feb 09	Apr 10
Culina Logistics/ Wincanton	Merger process facilitator	Sept 08	May 09
Community Foods	Business process redesign manager/ IT solutions review	Jan 08	Oct 08
Weetabix	Senior team mentor; WMS & ERP solution procurement	Sept 05	Nov 07
Pivotal Corporation (incl RBS)	CRM solutions development & rollout project manager	June 05	Jan 06
Ascential Software	Business functional improvement consultant	Feb 05	May 05
Gerber Foods Soft Drinks	New factory business readiness manager	Apr 04	Jan 05
HBOS Clerical Medical Workflow systems	acceptance test manager	Nov 03	April 04
RS Components	CRM system development & rollout programme manager	Jan 03	Nov 03
Muller Dairy	SAP rollout business preparation manager	Apr 02	Oct 02
Hutchison 3G (Three)	Strategic global software procurement	Oct 01	Mar 02
Uniq	IT department outsource facilitator	Apr 01	Sept 01
Bulktrade Networks	Business design & funding acquisition support	Jan 00	Feb 01
Millware Corporation	New e-commerce business setup Operations Director	Sept 99	May 01
Muller Dairy	ERP & automated WMS rollout programme manager	May 97	Aug 99
FirstBus	Engineering systems rollout manager	Nov 96	Apr 97
Unigate – Malton Bacon	ERP Business Analyst and systems designer	Aug 96	Oct 96
Unigate Foods - St.Ivel	Supply Chain BPR Consultant; ERP solutions procurement	Apr 94	Aug 96
Barclays Bank	Front Office systems development	Jun 93	Apr 94
C.P. Pharmaceuticals	IT Network Consultant/ systems procurement	Jan 93	May 93
Apple Computer	Back Office systems data analysis	Oct 92	Jan 93
Staybrite Windows	IT strategy & systems procurement	Aug 92	Oct 92
Sharelink Ltd. (Charles Schwabb)	Stock-broking systems re-designer & systems procurement	Apr 92	Sept 92
Gardner Merchant	Food Service Industry Programme Office manager	Jan 92	Jun 92
Mid-Staffs Health Authority	IT Network designer & procurement	Dec 91	Mar 92
Tomkins Plc.	IT Networks consultant & systems procurement	Mar 91	Jan 92
Sharelink	Stock-broking business development programme manager	Apr 90	Dec 90
Sharelink	Stock-broking business process analysis & re-design	Sept 89	Apr 90
Smurfit Paper and Board Mills	ERP systems designer & procurement	Jan 89	Jul 89

FULL TIME EMPLOYMENT

CAP Financial Systems	Sen.Sales Account Manager - Banking and Card systems	1988-1989
Digital Microsystems/Apricot	Sen.Sales Manager - Central Government - IT Office systems	1986-1988
Ferranti Computer Systems	Sales/Sen.Sales Manager – Central Gov - IT Office systems	1983-1986
Digital Equipment	Pre-Sales Software Specialist - ERP systems, PCs & networks	1981-1983
Kenrick Computing	Sen.Analyst - ERP systems	1979-1981
Syscom Computers	Programmer/Analyst - ERP systems	1978-1979
Queen Elizabeth Hospital	Programmer - Hospital Patient Admin & Laboratory systems	1974-1978

CLIENT QUOTATIONS

“Alan is a professional specialist in business change. He has worked for me in leadership roles on a number of occasions and on a variety of assignments. His pragmatic focus, attention to detail and awareness of risk when initiating and driving change projects, means that I have felt safe to trust him to protect existing customer service levels, whilst new operations and systems are being implemented. I would strongly recommend Alan to any organisation that is going through change, whether they be an existing major corporation going through reorganisation and design, or a small company who needs help to get off the ground or reshape their ways of working.” [Ken Wood – Chief Executive Officer – Muller Dairy](#)

“If you want someone to make things happen – Alan is your man”

[Chris Lambert - IT Director – Sharelink](#)

We have had a difficult task to change the culture and get people talking to each other. We now have sales and operations working and planning together, and have control of Customer issues. Instead of throwing out our investment in CRM it is now an essential part of our business development plan. Alan adds value by getting people together and making things happen”

“I knew we needed to change, but I needed help to see what could be done, how we go about it, and what should happen next. The investigation quickly uncovered areas of the business for improvement and was well received by everyone involved.”

“Our team now realise that they can’t do IT change unless the business fully understands itself and is organised optimally. The operations management team now are progressing well using knowledge from the analysis & shaping work, and using methods that Alan taught us.

“All Senior Management can benefit from a project similar to this one, especially during difficult trading times. It is essential to get the business and its people focused and working as efficiently as possible. Alan is an excellent Management Consultant – things have turned out for the best as a result of all the work his team did for us.”

[Roger Evans – Chairman - Community Foods](#)

“I have really enjoyed working with you over the years, I always felt glad when your name was mentioned in connection with a project, because I knew that meant things would go well.”

[Head of Technology Legal team](#)