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Alan is an expert in **start-up, turn-around and lead of complex and business critical Business and Technology transformation** and is a specialist in **resolving stressed supplier relationships**.

Alan's specialties are:

- **Project and programme management**
- **Business Change and Technology Transformation**
- **Supplier relationship and commercial / contract negotiations**
- **Business and programme performance audits**



Alan has significant experience in managing **SAP programme delivery and managing key SAP SI and Service Suppliers** at clients such as Sky, BBC, Muller and Unigate.

Available for assignments throughout the UK and Europe, he has an **impressive client list** in Public and Private sectors such as Media, Technology, FMCG, Manufacturing, Logistics, Finance, Retail, Telco & Engineering.

Success has come from gaining **trust from senior stakeholders and delivery teams**, focusing control, influence, facilitating resolution of risks and issues, staying ahead of the game with the ability to see the overall picture whilst giving pragmatic attention to detail, and focusing on delivering business benefits, within tight deadlines and budgets.

Alan is a specialist in building **strong teams** by openness, respect and jointly owned scope, purpose and direction. **He has significant experience in managing large diverse global teams.**

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

DRIVERS AND SKILLS

- Starter-initiator who enables and drives delivery of change.
- **Full E2E lifecycle, focused on driving well organised projects forward to vision, time, quality and budget targets.**
- A trusted listener and leader of people at senior sponsor and operational levels.
- **Managing governance and expectations of senior business management and regulated business environments**
- Mentoring in teamwork, resilience, focus, credibility, thinking, planning and supporting in times of stress.
- **Comprehensive understanding of business processes, lean, agile, waterfall, continuous improvement techniques**
- Intermediary between Business Operations, Information Systems departments, SI, Outsource and IT suppliers.
- **Functional skills: sales, supply chain planning, warehouse, logistics, customer management, IT Operations, finance.**
- **Systems skills: Media, Broadcast, Infrastructure, Supply Chain, CRM, ERP (on premise and cloud), forecasting, MRP, operations planning, order management, finance, and warehouse systems.**

MAJOR CLIENTS

- | | |
|-----------------------|----------------------------|
| • BBC | • Dunelm |
| • Sky | • Royal Bank of Scotland |
| • Muller Dairy | • HBOS Clerical Medical |
| • Unigate | • RS Components |
| • Coop Insurance | • Three |
| • Weetabix | • Sharelink Charles Schwab |
| • Mars | • Randstad Sourceright |

SPECIALITY ROLES

- Programme and Project management
- **Supplier Relationship Management**
- Transition and Transformation delivery
- **SAP International delivery**
- Management of international remote teams
- **IT Procurement, Commercial and Legal**
- PMO, Planning and risk management
- **ITSM Service Management shaping**
- KPI/SLA implementation and reform
- **Due Diligence and Outsource facilitation**
- Business Change Preparation
- **Business analysis, process re-engineering and test management**
- **Deployment, Hypercare and Stabilisation**

KEY SUPPLIER RELATIONSHIPS

- | | |
|-------------------------|-----------------------|
| • Atos | • Capita |
| • Accenture | • Sopra Steria |
| • SAP and Ariba | • Cisco |
| • Successfactors | • Cognizant |
| • Opentext | • BT |
| • T-Systems | • Vodafone |
| • Pivotal | • HP |
| • Medius | • IBM |
| • Manugistics | • MediaGeniX |
| • Red Prairie | • SintecMedia |
| • Manhattan | • Beeline |

SAP SPECIFIC RELATED EXPERIENCE

- **SKY – Programme Director/ Manager - SAP International Implementation into Germany and Shared Service Centre in Scotland – on time, in budget and within 9 months target timescale.** **Apr 18 – Apr 19**
- Managed all E2E stages at detailed level, Technical Build, Systems Integration and User Acceptance Testing, Data Migration, Business Readiness and Change, Deployment Planning, Cutover Preparation and Business, Data and Technical Trials, actual cutover and Post Go-Live Support.
- Managed all governance, business and delivery teams in excess of 80 people, Sap Core Project in UK (Development, Business Change, Testing, Data Migration, Deployment), Business Shared Service Centre in Scotland, Business Core finance and commercial finance in Germany, Functional and technical support teams in UK and Italy, and Key Systems Integrators Atos, Accenture and German 3rd parties eg Atos DE, Cap Gemini, Fujitsu TDS.
- SAP Hana Finance P2P, O2C, A2R, VIM, BI, BW and Procurement VIM and Ariba Cloud and interfaces to SAP ECC SD legacy, SAP HCM, BRM, PREM2, APIX
- **BBC - SAP Successfactors new implementation.** **Apr 13 – Sept 15**

Alan joined a significantly delayed SF implementation programme.

- Turned-around and managed all major supplier relationships and established new efficient day to day commercial operations terms including SOW preparation and sign-off, service and support conditions, pricing, delivery acceptance and payment acceptance terms.
- Working with senior technology stakeholders negotiated revised commercial and contractual terms and payment schedules for the main delivery.
- Mentored Programme Senior team and PMO through Scope control, Work-stream Planning and Risk Management
- Managed delivery assurance from key suppliers.

Key supplier roles:

- **Accenture** (main Systems Integrator) – Alan turned around negotiations of a new Service Integration contract, including delivery definitions, commercial and contracts negotiations, established more clear RACI and delivery plan, including all supplier dependencies and integrated delivery planning. Established new processes for SOW delivery and acceptance.
- **Successfactors** (Main product delivery with 130 product developments) – Negotiated refreshed commercial deal, licence mechanism and commercial processes. Established delivery scheduling and acceptance controls.
- **SAP** (Consultancy) – Lead the SAP supplier interface for a high level architecture review.
- **Opentext** (HR and Procurement Document Management Processes) – Negotiated a new PSA and established SOW processes and managed SOWs into place.
- **Sopra Steria** (SAP Finance BPO and subcontracted Infrastructure and Applications Support) and **Atos** (SAP Finance Infrastructure and Applications Support subcontracted via Sopra Steria). Established new SOW integrated processes between Sopra-Steria and Atos, ensured requirements and technical and business specifications were accurate and managed expedited sign-off process to support tight programme delivery needs.
- **Capita** (SAP HR BPO) – as for Steria above
- **Atos** (SAP HR Infrastructure and Applications Support) – Directly managed Atos supplier interfaces (as for Steria above)

- **BBC SAP HR Reimplementation – HR solution and Infrastructure.** **June 14 – Oct 14**
 - Supported business in considering potential change from Outsourced SAP to Core HR. Established current and future requirements, licence and operating cost and commercial implications.
- **BBC SAP Financials upgrade** **Jan 15 – Apr 15**
 - Managed creation of delivery SOW. Developed TOM and transition models and created detailed Service Definition requirements for full integrated Service Supply Chain, including SLAs, KPIs and PIs. Negotiated and completed commercial terms and managed legal contracts.
- **BBC – SAP Enterprise-wide licence audit** **May 15 - Sept 15**
 - Managed the direct supplier relationship with SAP and lead a full BBC Enterprise-wide SAP licence usage audit. Established SAP current complex licence position and gap analysis including HR, Finance, Procurement, Business Intelligence and other licences, and implemented a licence compliance tracking mechanism. Established business-wide SAP licence requirements and strategy and initiated long term contract negotiations.

- **Unigate – SAP Supplier Selection and Outsource transition** **Apr 01 – Sept 01**
 - Alan facilitated supplier selection and contract negotiations for the full outsource transition from in-house operations to Atos. Including leasing of Data centres and transfer of Hosting assets, EUC, First to fourth line SAP application and other technology support (including TUPE of 80 staff).
- **Muller Dairy – SAP FI/CO Implementation** **Apr 02 – Oct 02**
 - Alan facilitated business to establish new processes and procedures and cutover transition readiness on Muller UK SAP implementation.

EXPERIENCE OF INTERNATIONAL AND REMOTE TEAMS MANAGEMENT

- Alan has significant experience in managing large diverse global teams.
- Alan is used to working with differing cultures, national stereotypes, business ethics, approaches to business ethos, personal relationships, commercial priorities and contract principles, during many concurrent activities in multiple time zones.
- HR Resource Tracking – Global internal teams in India, Europe and United States. Customer bases in 74 countries on all continents.
- Procurement Exercises – during a variety of procurements dealt closely with shortlisted suppliers from all around the world such as Germany, France, Belgium, Italy, Israel, Nordics, USA, Canada and Australia.
- Sky Germany Implementation – Managed a large multi-national team with German Finance specialists and operations, Scottish Shared Service Centre, Italian Data Centre and technical support, UK based operations and functional support, Germany 3rd Party systems suppliers and operators, Atos UK and India development and support, Accenture UK and Philippines development and support, SAP and Ariba worldwide support.
- Muller UK – worked with colleagues from Germany and Holland, throughout multiple major ERP and WMS implementations and business transformations.
- Crowcon – managed forecasting and CRM implementation at affiliates in Italy, Germany, throughout South America and the Far East.
- Hutchison H3G (Three UK)– Procured systems licences from suppliers around Europe and the USA, on behalf of and in close conjunction with Hutchison (Three) affiliate companies around the world, such as Italy, Germany, Austria, France, Spain, USA, Honk Kong, Thailand, Australia
- Outsource operations – working with on and off-shore and near shore, operations for development and support, in countries such as India, Spain, Russia, Israel, South Africa, Eastern Europe, South America, Far East and the USA.
- T-Systems – worked with colleagues from Germany during a bid process within the UK.

CLIENT TESTIMONIALS

“Excellent – a very well managed SAP project”

Group FD – Sky

“At a key point in this business critical programme, using his logical and structured approach, Alan carried out a review of all aspects of project work-streams. The instant feedback from the review showed us where we were doing well and where we needed to apply more focus. It also highlighted where stakeholder views on the project were consistent and where they diverged. The review outcomes helped us to set up the next stage of the project for success. **Head of Major Projects - BBC**

“I needed someone to work with all of the strategic suppliers, to turn-around relationships, and put us back on track, that’s why I asked Alan to do it.” **CIO – BBC**

“All of the Directors of Müller complimented Alan for his attention to detail within each project, whilst giving them the right level of feedback on progress, issues and risk. They therefore felt confident that the implementation programmes were safe in Alan's hands. **Managing Director – Müller**

“Alan is a 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 and Weetabix

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

Chris Lambert – CIO – Volume dealing Stockbroker

“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 - BBC

CAREER RESUME

Supplier & commercial management lead & Senior Programme/Project management (Contract / Interim)

- Leading roles in many successful supplier and systems solutions procurements
- Detailed commercial and contract negotiations, in deals varying from £100k up to £40m.
- Leading delivery roles in complex business change and technology transformation programmes.
- 90% of new assignments are repeat business from senior sponsor's at large organisations.

Technology Sales and Systems Development

(Full time)

Practical experience of "Cold Call" new business sales for major computer and communications manufacturers. Opening up new strategic markets, and management of key accounts, such as Central Government, British Telecom, Retail Banks and Commercial Retailers. Implemented mainframe and server solutions, including Enterprise and ERP applications in Health Service, Commercial and Manufacturing sectors.

CHRONOLOGICAL CONTRACT / INTERIM CLIENT ASSIGNMENTS

Randstad – Mars	HR Global Resource Tracking Operations Stabilisation Lead	Oct 21	July 22
Dunelm	P2P Implementation Manager	Oct 20	Aug 21
Treburvaugh House	Holiday Cottage set-up	Apr 20	Sept 20
2 Sisters Food Group	P2P and Finance Change Consultant	Apr 19	Feb 20
Sky	SAP international and shared service centre deployment	Apr 18	Apr 19
Coop Insurance	Strategic programme early termination contract exit support	June 17	Dec 17
BBC Technology	Senior Programme and Supplier Management	Oct 16	Apr 17
T-Systems/ Cognizant	Commercial, Contract and Solution major bid coordination	June 16	Sept 16
BBC Technology	Commercial and Contract lead EJEU procurement BMS	Oct 15	May 16
BBC Technology	Supplier and Commercial Management SAP Implementation	Oct 13	Sept 15
BBC Technology	Major Infrastructure programme management	July 12	Sept 13
BBC Technology	Outsourcer Transformation Programme lead	Dec 11	July 12
BBC Technology	Infrastructure Programme Recovery, Outsourcer Transition	May 11	Dec 11
Crowcon Gas Detection	Sales Operations and MS CRM Implementation	Mar 10	Apr 11
Culina Logistics/ Wincanton	Merger - business processes facilitator	Sept 08	May 09
Community Foods	Business process lean 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 management	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
Three	Strategic global software procurement	Oct 01	Mar 02
Uniq (Unigate)	IT department outsource facilitator	Apr 01	Sept 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 (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 major enterprise start-up programme manager	Apr 90	Dec 90
Sharelink	Stock-broking business process analysis & re-design	Sept 89	Apr 90
Smurfit Paper and Board	ERP systems design & supplier & solutions procurement	Jan 89	Jul 89