

Alan Edwards

Senior Business and Technology Transformation Lead

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Alan is an expert in start-up, turn-around and lead of complex multi-disciplined Business Transformation.

A specialist in hands-on, project and programme management, who leads business through change within Supply Chain, Procurement and Finance, all Planning and ERP functions, Engineering, Manufacturing, Logistics and Warehousing operations. He has in-depth experience and knowledge of Operational processes and how they relate to IT functions and is an expert at managing governance and senior teams as well as working "on the shop floor" in factories and offices with delivery teams and suppliers.

Projects that Alan has led often have very tight timescales, with external influences that mean that "slippage" is not an option. He will take responsibility for managing all stages of change from project initiation, operational As-Is and To-Be analysis and design, Systems Requirements definition, User and Data Testing, Cutover Trials, Operational readiness, Transition and deployment and post implementation ramp-up/ ramp-down, and implementation of Interim and Target Support Operating Models.

Alan's independence and strong background in Business, Technology and Supplier Management gives him a unique strength leading to **trust from senior stakeholders and delivery teams.**

Acting as an **intermediary** between Business Operations, IT solution teams, and external facilities and Technology suppliers, he leads teams, focuses control, influences decision making, facilitates resolution of risks and issues, and stays ahead of the game with the ability to see the overall picture whilst giving pragmatic attention to detail.



DRIVERS AND SKILLS

- Starter-initiator who enables and drives business led delivery of change.
- Full E2E lifecycle, focused on driving well organised projects forward to vision, time, quality and budget targets.
- A trusted listener and influential 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.

BUSINESS FUNCTIONS and SYSTEMS

- Supply Chain, CRM, ERP, MRP, WMS, Forecasting, Operations and Production Planning, Materials Planning, Warehouse, Logistics, Quality Systems, PIM, Sales Order Management, Customer management, Procurement P2P, AP/AR and Corporate Finance. HR Resource Tracking.

MAJOR CLIENTS

- | | |
|-----------------|----------------------------|
| • Dunelm | • RS Components |
| • 2 Sisters | • Sky |
| • Muller Dairy | • BBC |
| • Unigate | • Randstad - Mars |
| • Weetabix | • HBOS Clerical Medical |
| • RS Components | • Sharelink Charles Schwab |

SPECIALITY ROLES

- Business change management
- Business Programme and Project lead
- Transition and Transformation delivery
- SAP International Implementation
- Scoping and As-Is Business analysis
- Business restructuring
- To-Be lean and cost reduction process re-engineering
- Lead interface between business and technology developers
- Root Cause problem solving
- Data analysis and preparation
- User Acceptance testing lead
- Deployment, Hypercare and Stabilisation

KEY SUPPLIER RELATIONSHIPS

- | | |
|------------------|----------------|
| • Atos | • Sopra Steria |
| • Accenture | • IBM |
| • SAP | • T-Systems |
| • Ariba | • Manugistics |
| • Successfactors | • Red Prairie |

SME CLIENTS

- Ascential software
- Crowcon Gas Detection
- Community Foods
- Pivotal software

KEY BUSINESS TRANSFORMATION ASSIGNMENTS

Implementation, Hypercare and Stabilization Lead – Global Resource Tracking

Randstad - Mars

Reporting to Programme lead and RSR-Mars Account Director

Oct 21 – June 22

- Global implementation of outsourced Contingent Workforce Management into 74 Countries world-wide, 2100 Suppliers, 21,000 workers
- Operational Resource Tracking focus guiding Data, Process Design, Change and Communications Leads
- Developed Hypercare and Stabilization plans. Lead Operations team through first 3 months Stabilization.

Project Manager - Recovery of failed P2P Web3 system implementation

Dunelm

Reporting to Head of Procurement

Oct 20 – Aug 21

- Reset and Lead Business Operations, Finance, Procurement, Technology and Solution Provider teams
- Not for resale purchasing, in Supply Chain, Warehouse, Home Delivery Network, Manufacturing and Stores. Pilot key suppliers of Packaging materials, Short/Long term Vehicle Hire, MHE, Agency staff
- Established new standardized methods, policies and DoA based Purchase Request authorizations and automated Purchase Orders, products and services catalogues, Automated Invoice reading and matching and interfaces to SAP and key suppliers via EDI

Business Change Consultant – P2P and Finance

2 Sisters Food Group

Reporting to Transformation Director, CFO and Procurement Directors

Apr 19 – Jan 20

- Lead the P2P and Finance business teams at group and Poultry division levels.
- Re-engineered Purchase Requisitions and Authorisation business processes and Procurement and Finance E2E solutions.
- Established faster, standardized methods and data, and auditable controls in factories and at Group.
- Led business through new functionality requirements, testing, training and deploy to Poultry Division.

SAP/Ariba Finance and Procurement implementation project manager

Sky Germany and SSC

Reporting to CFO

Apr 18 – Apr 19

- Led Sky business project team, including seconded SMEs, SAP Shared Service Centre in Scotland, Core procurement, finance and commercial finance in Germany, Functional and technical support teams in UK and Italy
- Hands-on led and mentored all business SME and operational teams through
 - Detailed As-is process mapping, matching to systems specifications and establishment of gaps and essential enhancements
 - Documentation of To-be processes and organisational change needs
 - Procedures and training documents
 - User Acceptance Testing strategy, scenario planning and test scripting, resource planning and run
 - Data cleansing and cutover planning
 - Business engagement in deployment trials and actual cutover
 - Early life heightened operational and technical support regimes
- Developed strong relationship between SAP specialist consultants and business SMEs
- Managed Sky core IT project team and key Systems Integrators (Atos, Accenture and German 3rd parties eg Atos DE, Cap Gemini, Fujitsu TDS) through Build, Systems Integration and User Acceptance Testing, Data Migration, Business Readiness and Change, Cutover Preparation and Deployment, and Post Go-Live Support, on time and budget
- 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

Supplier commercial management and programme delivery

BBC Technology

Reporting to CTO, CIO, Supplier Management and Service Assurance Director

May 11 – Apr 17

- Turned around 6 high profile Infrastructure projects affecting the whole of the BBCs 26,000 employees, incl. Windows, Local and Wide area networks refresh, IDAM, Pull print, Telephony, EUC and Applications
- Facilitated Transition and Service Assurance following Atos acquisition of c£350m pa outsourced technology services from Siemens.
- Lead 12 outsourced transformation programmes with Atos, across all platforms e.g. Enterprise IT (Hosting, EUC, Applications etc), Mission critical Broadcast and satellite technology and Telephony, and all functions such as Service and Assurance performance management and processes, Programme and Project delivery, Product Management, Commercial, Procurement and Financial.
- Assisted new BBC CIO with resource requirements planning and recruitment of new project managers, Business Analysts and Test teams and then developed new cross party standards and methodologies.
- Negotiated a detailed £30m contract with Outsource supplier to move technology from Television Centre.
- Referred to as “The model project”. Lead the BBC and Atos Programme Directors, supplier relationships, planning and PMO teams through the highly complex transition of 5,500 networks, 800 IT server systems,

500 Applications (lift and shift, cloud or renew), Telephony, and all Satellite and critical Broadcast services from TV Centre to other new build sites around the UK. New split sites service management model implemented. Completed ahead of time and under budget with no unscheduled "off-air".

- Lead Supplier Relationship and Commercial manager on 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, Atos, Sopra Steria & Capita.
- Delivered a full enterprise-wide SAP licence audit and facilitated new contract negotiations.
- Commercial lead in OJEU process for a Broadcast Management System worth circa £15m over 12 years.
- A Programme Manager recovered a delayed Networks Transition. Established and managed programme-wide planning, risk, PMO and Supplier Management on a strategic Connectivity transformation from Atos/Vodafone to BT, consisting of 5,000 Core high capacity media, broadcast and data networks and 5,000 ISDN and broadband novations. New Support model designed and implemented.

Programme Manager - Enterprise systems & automated warehouse implementation

Müller UK

Reporting to CEO

May 97 – Jan 00

- Led all 10 business and IT senior managers through new process design, testing and implementation. Functions included Sales, Factory Planning, Manufacturing, Materials Management, Quality, Warehouse Management and Picking, Logistics, and Financial settlement.
 - Hands-on guided SMEs through all project lifecycle stages
 - Mapped current factory and manual Raw and Packaging Materials in-bound and Finished goods outbound.
 - Mapped New processes for automated end-line through cooling, and put-away to new lights-out warehouse, then automated call-off pick-face replenishment, Picking and Dispatch.
 - Built change plan for changed department hand-offs
 - Testing and Cutover planning and Phased Deployment
- Replacement of Financial and Commercial ERP suites of software.
- Delivered a £30m spend series of projects on time, on budget and achieving significant benefits.
- Implemented a new sophisticated fully automated warehouse for Finished Goods and Raw Materials.
- Assisted business teams through change and readiness for SAP FICO deployment Assisted Culina / Wincanton merger of business operations

Senior management mentoring in stakeholder behaviour and implemented Change Methods

Weetabix

Reporting to CEO

Sept 05 – Nov 07

- Implemented structured change and project methods across Marketing NPD and business operations and mentored the senior management in decision making and expectation management.

Senior project manager and commercial lead – Food Manufacturing Group

Unigate

Reporting to Transformation Director

Apr 94 – Oct 96

- **Large Supply Chain Excellence Programme – Reengineered 13 factories and logistics operations**
- Managed and mentored senior operational management in Business Process Re-engineering.
- Led Finished Goods logistics and Materials Managers through process re-engineering
- Hands-on led business improvements across all functions of the main £100m St.Ivel yogurt factory, eg
 - New lean Materials inbound and supply to line-side processes
 - Significant reduction of Multiple Bills of Materials
 - Shop floor Health and Safety improvements
 - Involvement of Unions in development of Continuous Improvement regimes

CAREER RESUME

CONTRACT / INTERIM

Senior Change Programme/Project lead and Supplier Management

- Led complex business change in SME and major international corporations
- Led Technology transformation programmes and strategic outsource operations
- Led strategic supplier relationships and systems solutions procurements £100k-£40m
- 90% repeat and referral business from senior sponsor's at large organisations

FULL TIME EARLY CAREER

Systems Development

- **Implemented bespoke IT solutions** - detailed business requirements analysis, systems development, deployment and support of ERP solutions, BOM, Stock control etc
- **Worked at IT Systems suppliers** – with clients in Commercial and Manufacturing sectors, such as Foundries and steel stock holders; vehicle, car parts and furniture manufacturers, engineering companies and retailers.
- Queen Elizabeth hospital – business analysis and development of Patient Records and Lab reporting.

CLIENT TESTIMONIALS

"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

"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

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

Chris Lambert – CIO – Volume dealing Stockbroker

"Excellent – a very well managed International project"

Group FD - Sky

"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. Alan's 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 with Continuous Improvement using knowledge from the analysis & shaping work, and using lean 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

"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"

Keith Worthington – Finance Director – Crowcon Engineering

"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

EXPERIENCE OF INTERNATIONAL AND REMOTE TEAMS MANAGEMENT

- **Alan has significant experience in managing large diverse teams in locations around the world.**
- **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.**
- **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.
- **Three (H3G)** – 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
- **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.

- **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.

CHRONOLOGICAL CONTRACT / INTERIM CLIENT ASSIGNMENTS

Randstad SourceRight – Mars	Global MSP/Resource Tracking Operations Stabilisation lead	Oct 21	June 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 Business 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	Outsourcer Transformation Programme lead	May 11	Sept 16
Crowcon Gas Detection	Sales Operations Improvements 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	Jan 08	Oct 08
Weetabix	Senior team mentor and change management implementation	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	Jan 01	Sept 01
Muller Dairy	ERP & automated WMS rollout programme manager	May 97	Jan 00
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 procurement	Jan 89	Jul 89