

Chris Williams

A proven leader of change with broad experience delivering successful projects within multiple disciplines and in many sectors.

Innovative and strategic thinking when designing, structured when delivering, able to communicate at all levels and strong leadership skills combine to make a successful driver of business change.

July 2019 to May 2020 – Abcam (via Lyst Consultancy)

Supply Chain Project Manager – Oracle Cloud ERP

- Programme
 - Mobilisation, Global Design, Detail Design and Build phases
 - Built project plan and MI reporting including programme milestones, SOW payment milestones, RACI and twice weekly leadership review.
 - Developed portfolio dependencies into PIM/MDM projects, new Digital project and BAU
 - Supported change stream, set up and managed local site engagement
 - Project Managed Business Analysts Team (Requirements, Policies, Processes, DILO, SOPs)
 - Project Managed Architecture Team
 - Supported Manufacturing workstream through mobilisation
 - Supported Commercials / Statements Of Work for IBM(SI), Descartes & WMS
 - RAID & RICEF Management
- Supply Chain
 - Oracle Fusion Cloud ERP modules: Product Management, Inventory, Global Trade, Planning & Forecasting, Direct Procurement, Despatch, Order management & Customer Experience
 - Manhattan SCALE: hosting decision, licences and other Commercials as well as project mobilisation and lead the WMS / Manhattan team
 - Worked within the business with SMEs and closely aligned to VP Supply Chain (Business Lead)
 - Avoided silos by ensuring alignment with Manufacturing and Finance

January 2019 to July 2019 - Debenhams

TRANSFORMATION PROGRAMME MANAGER

- Site Closures
 - Delivered on time against recently announced aggressive timescales
 - Managed Day-To-Day project covering closure of 2 sites
 - Included People, Property, IT, Stock Transition, forward and reverse operations move, project budget and all other closure activities as well as CVA impacts to project
- Transformation Team
 - Worked as part of transformation and BAU teams during disruptive period (CVA & Pre-Pack Administration)
 - Part of the Logistics Change Board overseeing £50m automation go live
 - Worked with BAU team to deliver cost down initiatives with substantial Year on Year savings and ran the Supply Chain Transformation Steering Committee that oversaw this activity
 - Supply Chain projects selection and planning for next Financial Year

April 2015 – December 2018 - Travis Perkins PLC

SUPPLY CHAIN DEVELOPMENT MANAGER

- Cloud ERP Implementation (Infor M3)
 - Lead the cross-functional business team during System Integrations Test cycle.
 - Defined scope, oversaw environment readiness, analysed coverage risk with the business stream and lead a team of 14 people to deliver business scenarios for third party testing.
 - Senior Project Manager for Commercial, Supply Chain & Branch Operations teams.
 - Created plan, developed PMO tools & reports and successfully lead delivery of tasks for design, build, change, training and testing for all 3 areas.
 - Project lead for WMS implementation on 2 sites.
 - Business case, programme impact & gap analysis, plan development, mobility assessment, resourced delivery team and lead the team once established.
- Branch Operations – Stock Accuracy
 - Reported to the Divisional Supply Chain Director where I managed a team of Project Implementation Managers focussing on improving Branch Stock accuracy as part of preparations for on-line / multi-channel operations.
 - Delivered targets on time and under budget by maintaining strong cost control
 - Developed new branch PI count methods and improved auditable compliance
 - Implemented a continuous improvement Focus Area per branch and circulated via regional structure leading to an accuracy improvement from 62% to 80%
 - Designed and Implemented a new branch audit process which showed consistent improvements in house-keeping standards from 2nd visit
 - Developed "How To . . . " guides to set standards and be used as training documents for stock management. Oversaw development and implementation to all branches.
 - Designed solution and managed mobile devices into branch trial

June 2009 to April 2015 - Kuehne + Nagel

SENIOR PROJECT MANAGER

- Managed a team of project managers and my own projects delivering change for key clients
 - Customers included British Airways, Orange & T-Mobile (EE), Virgin Media & Waitrose. (Aviation, Telecoms & FMCG)
- Managed project life cycle from business win, implementation to handover to operations.
- Development and management of scope, risk and issue management, led stakeholder updates and Steering Committees.
- Responsibilities included project budget control and reporting (£6.5m+)
- Projects included;
 - System change - SAP, Red Prairie, Chess Empirica and other WMS
 - Facilities projects - Multi-Temperature, new sites, site moves and site closures.
 - New Business - Start ups and transition from incumbent
 - Outbound and Reverse logistics.
 - HR - Recruitment (BC & WC), redundancies and TUPE.
 - Business / Process change
 - Project Methodology & Toolkit developments
- Project highlights;
 - Opened 52 field stores in 18 months for Technology customer

- Achieved a 330,000sq.ft. warehouse operating within 2 months of gaining access
- £3m upgrade to a multi-temp FMCG site which is a 24/7 operation without disrupting service.
- Transferred operations and changed WMS for large Telecoms customer without impacting customer service.
- Customer won an industry award for supply chain integration for which my projects were a key part.
- Nominated to the Employee Recognition scheme for Cost Control
- Personal recommendation from an existing client when a potential customer was seeking references.
- Graduated the KN Global High Potential group after a 2 year development program.

February 2007 to January 2009 – *Routeco PLC*

DISTRIBUTION MANAGER

- Responsible for all aspects of Distribution within the company including Central Logistics Centre and operations at 18 satellite branches
- Met Clients and suppliers to gain feedback and include ideas/issues in development plan
- Restructured teams, shifts and packages allowing a team culture to develop whilst creating visible career steps for all staff
- Implemented RF solution in Warehouse to improve productivity, accuracy and reduce internal lead times
- Reduced stock availability lag from up to 5 days after receipt to same day availability
- Reduced picking errors from 90 per week to 20 and implemented a continuous improvement program. Service level improved to an average of 99.6%
- Selected and Project Managed implementation of new carrier system delivering improved performance, more value add tools and greater flexibility.
- Significantly reduced loss and damage claims through carrier and supplier management

March 2005 to November 2006 - *The Corporate Merchandise Company*

SUPPLY CHAIN MANAGER

- Responsible for (including budgetary control) Customer Services, UK & Far East Purchasing, Warehousing and UK & EMEA Logistics
- Project Managed and Achieved ISO 9001 with zero non-conformances and championed ISO tools to continuously improve service to customers
- Improved buying terms, quality and lead time of overseas purchases
- Proactively reduced inventory by liaising with account directors
- Visited clients and managed supply issues to final resolution to ensure repeat business
- Development and Implemented UK supplier strategy leading to reduction of the number of suppliers and negotiating a 20% increase in revenue

Oct 2003 to Feb 2005 - *Yuasa Batteries Europe Ltd.*

GROUP DISTRIBUTION MANAGER

- Managed 3 warehousing operations and far east procurement
- Responsible for a team of 50 people over 3 sites
- Represent distribution at weekly board meeting
- Change distribution team from Manufacturing ethos to be more customer focussed

- Responsible for Demand Planning, Master Scheduling, Production Planning and MRP as well as Purchasing, Warehousing and RF implementation as part of a team re-engineering business and implementing ERP system
- Successfully integrated 3PL into customer facing environment
- Project Managed closure of Swindon site for integration into centralised UK site
- Negotiated dedicated contract manager and further co-ordinator for 3PL contract
- Project Managed Implementation of new ADR regulations

Oct 2000 to July 2003 - *Rexel Senate*

PROJECT MANAGER

- Responsible for developing Greenfield site to 200,000 sq.ft operational warehouse
- Appointed to deliver 50,000 SKUs to 100 branches & next day national deliveries
- Configured and implemented IT, forklifts, racking, pick flows and conveyor systems
- Delivered company Logistics strategy & challenged Pan-European contract prices
- Designed & implemented £560k racking layout within budgetary & time constraints
- Produced & delivered complete training programme managing 2 full time advisors
- Appointed to assist restructuring business operating on regional distribution basis
- Decommissioned the building and ensured redundancies were executed efficiently
- Successfully ensured essential staff were retained until the closure was complete
- Liaised with the Board in UK & Paris ensuring communication of progress reports

Jan 1997 Oct 2000 - *R Griggs & Co (Dr Martens)*

GENERAL MANAGER, SUPPLY CHAIN ANALYST & BUSINESS ANALYST

- Appointed to reduce lead times & inventory becoming more reactive to customers
- Responsible for smoothing the supply chain from supplier through finished product
- Operated as business general trouble-shooter ensuring problems resolved quickly
- Achieved a 60% reduction in administration per order including expediting tools
- Represented the company in Thailand, Hong Kong, China, America and Canada
- Responsible for managing the warehouse, transport fleet and satellite stock sites
- Improved warehouse productivity by 20% in line with other transport improvements

EARLY CAREER INCLUDES:

- Senior Supply Chain Analyst – Wickes Building Supplies