

Summary

John Francis is the co-lead of ScottMadden's supply chain community of practice. He specializes in supply chain management, benchmarking, assessments, future state road maps, sourcing strategy, service delivery, and shared services design. He has deep experience in industrial distribution, energy and utilities, retail, food and beverage, and distribution of petroleum products. John spent 13 years at McMaster-Carr Supply Company, a multibillion-dollar industrial supply firm. He was vice president and one of 13 officers at the firm and was directly responsible for \$400 million P&L, 400,000 SKUs, \$65 million in inventory, and 700 staff members. He was responsible for the functional areas of materials management, inventory management, finance, contact center operations, marketing, and human capital management. John received a B.S. in applied mathematics and economics from Brown University.

Areas of Specialization

- Shared services design and service delivery
- Supply chain management, benchmarking, assessments, and future state design
- Sourcing strategy development
- Inventory management
- Materials management

Recent Assignments

- Provided due diligence support for a private equity firm during their \$180 million acquisition of a midsize integrated logistics provider that provides ocean freight services from foreign manufacturers. Evaluated the target's end-to-end supply chain visibility platform for functionality, risk, and market fit, including review of sales quoting and order operations, customs processing of importer security filings, invoicing, and payment
- Used merger and integration methodology to develop transition plans to be implemented by major utilities to move from Westinghouse-led construction of their nuclear projects. Transition plans included 15 functional areas (e.g., supply chain, licensing, QA/QC, engineering, project controls)
- Used qualifications-based selection methodology during a sourcing effort for complex services in the energy efficiency market. Evaluated market conditions, analyzed the supplier base, and created sourcing strategy plans for energy efficiency program managers
- Performed supply chain current state assessments which include performance benchmarking, leading practice review, customer surveys, and site interviews for several electric utilities whose revenues ranged from \$650 million to \$11 billion. Outlined future state recommendations, benefits, and implementation plans
- Led implementation of maintenance projects to drive \$45 million in benefits at several Canadian nuclear plants, which included improving resource balancing tools, streamlining work authorizations, removing roadblocks to starting work, transforming performance management, and developing scorecards
- Led enterprise design teams to meet the challenge of changing contact center channels by creating customer order-entry software and developing best practices for the sales operations departments. These contributed to profitability by improving productivity 28% over a three-year period as phone contacts decreased and digital interactions increased
- Led cross-functional design team responsible for creation and implementation of digital customer correspondence system leading to 10% reduction in staff and extending the life of company-owned buildings by five years
- Implemented strategic delivery initiatives resulting in a \$50 million increase in sales over a three-year period
- Planned the installation of a SONET ring to provide voice and data redundancy to protect contact center and warehouse management systems
- Led cross-functional warehouse design team responsible for rewriting and implementing a new enterprise warehouse management system, which led to a 20% reduction in work-in-process and improved targeted selection of warehouse work
- Designed and installed barcoded inventory management system for 400,000 SKUs valued at \$250 million, which led to reduction in inventory write-offs and corrections as well as a better understanding of work-in-process in receiving and storing inventory
- Designed and led the construction of a third floor in the regional distribution center to accommodate growth in inventory due to increasing sales. Performed site selection and lease execution for freight warehouse and planned and approved the corresponding capital investments to operate
- Coordinated the transition to a distributed-work warehouse environment through hand-held scanners, distributed printing, and position tracking of work-in-process