

### *Summary*

John Francis has deep experience in logistics, transportation, couriers (small package, LTL, and freight). He spent 13 years at McMaster-Carr Supply Company, a multibillion-dollar industrial supply firm which ships thousands of small packages a day throughout North America. He was one of 13 corporate officers at the firm and was responsible for the functional areas of finance, human capital management, materials management, inventory management, contact center operations, and marketing. John received a B.S. in applied mathematics and economics from Brown University.

### *Areas of Specialization*

- GBS and shared services design and improvement
- Customer user experience
- Change management
- Process design and automation
- System implementations

### *Recent Assignments*

- Led a process harmonization and system strategy for the finance arm of the UPS GBS organization. Identified numerous process alignment opportunities and created a roadmap and business case. Also created a repeatable methodology for process alignment that the UPS GBS strategy arm plans to utilize moving forward
- Led the design and implementation of the GBS finance target operating model for a global defense contractor which operates in three continents. Identified process alignment opportunities and service model channels with accompanying activities across all functions in finance from payroll to fixed assets
- Implemented strategic small package delivery initiatives resulting in a 10% increase in sales over a three-year period. This involved drop shipping presorted packages into local hubs of designated couriers to provide next-day delivery in areas previously receiving 2+ day delivery
- Provided due diligence support for a private equity firm during their 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
- 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 a cross-functional design team responsible for rewriting and implementing a new enterprise work management system, which led to a 20% reduction in work-in-process and improved targeted selection of work
- Led a 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
- 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
- Planned the installation of a SONET ring to provide voice and data redundancy to protect contact center systems
- Coordinated the transition to new technology platform for a distributed-work warehouse environment through handheld scanners, distributed printing, and position tracking of work in process