

## Summary

John Francis is a partner within both the corporate & shared services and the energy practices at ScottMadden. He leads the supply chain practice which delivers projects across industries from logistics to energy. John spent 13 years at McMaster-Carr Supply Company, a multibillion-dollar industrial supply firm that 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. He is an instructor at EUCI for fundamentals in supply chain.

## Areas of Specialization

- Supply Chain
- Procure-to-Pay (P2P)
- Procurement
- Logistics and Materials Management
- Business Intelligence and Analytics
- Order-to-Cash (O2C)
- Service Delivery and Shared Services/GBS Design
- Process Redesign
- Technology Optimization and Enablement
- Strategic Planning
- Energy Efficiency

## Recent Assignments

- Performed supply chain current state assessments, including performance benchmarking, leading practice review, process documentation, work activity assessments, customer surveys, and site interviews, for several industries whose revenues ranged from \$650 million to \$20 billion. Outlined future state recommendations, benefits, and implementation plans
- Developed tools for inventory optimization, demand planning tool for key materials, and visibility of materials for several large supply chain organizations in the energy industry to help plan for cash and capital outlays, sourcing execution with key vendors, and long-term risk management for key materials
- Documented the policy, process, and procedure for a \$19 billion electric and gas utility in the areas of demand planning, category management, sourcing, and operational procurement in preparation for a major investment in procurement technology
- Led a process harmonization and system strategy for the finance arm of a GBS finance organization of 4,000 people. Identified numerous process alignment opportunities and created a road map and supporting business case. Also created a repeatable methodology for process alignment for the GBS strategy team to utilize moving forward across all GBS functions
- Led the design of the GBS finance target operating model for a global defense contractor that operates in three continents. Identified process alignment opportunities and service model channels with accompanying activities across all functions in finance
- Provided due diligence support for a private equity firm during their acquisition of a midsize, integrated logistics provider of 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
- Mapped the P2P process, using process mining and value stream mapping, of a major HVAC and refrigeration company and developed implementation plans to close process gaps prior to implementation of new procurement system
- Assessed and planned for automatic data capture and identification for materials from receipt to installation so that the documentation could increase reimbursements by FEMA for materials used during storm events
- Delivered energy efficiency program to customers in Puerto Rico, including program design with energy measures, customer outreach and education, contact center, application processing, rebate processing, etc.
- Developed transition plans to be implemented by a major utility to move from Westinghouse-led construction of their nuclear projects to an in-house construction. Transition plans included 15 functional areas, such as supply chain, licensing, QA/QC, engineering, and project controls
- Assessed and planned a quality management system for a major midwestern gas utility, using API RP 1173 standards, including industry peer panel, gap analysis using plan-do-act-check framework, organizational

design, roles, responsibilities, accountabilities, approved manufacturing list review, performance management, and governance

- Used qualifications-based selection methodology during several sourcing events for complex services, such as geospatial services, energy efficiency implementation contractor services, and solar materials. Sourcing events led to savings exceeding 20% and improved outcomes, such as increase in solar megawatts installed or savings of dekatherms/kilowatts
- Led implementation of maintenance excellence 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
- Implemented strategic small package delivery initiatives, resulting in an annual 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 two-day+ delivery
- 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
- Planned and implemented a business continuity plan to protect contact center systems for a \$3 billion MRO distributor with an omnichannel contact center of 50,000 calls, emails, and cases per day
- Led cross-functional design team responsible for rewriting and implementing a new enterprise work management system, resulting in a 20% reduction in work in-process
- Led cross-functional design team responsible for implementation of digital customer correspondence system, leading to a 10% reduction in staff and extending the life of company-owned buildings by five years
- Designed and implemented barcoded inventory management system for 400,000 SKUs valued at \$250 million, leading to reduction in inventory write-offs and a better understanding of work in-process in receiving and storing inventory. Coordinated the transition to new technology platform for a distributed-work warehouse environment through hand-held scanners, distributed printing, and tracking of work in-process
- Designed and led the construction of a third floor in the regional distribution center to accommodate growth in inventory due to increasing sales