

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.

Areas of Specialization

- Supply chain management
- Procure-to-pay (P2P)
- Procurement
- Logistics
- Materials management
- Order-to-cash (O2C)
- Service delivery and shared services design
- Operational transformation and leading practices
- Process redesign
- Technology optimization

Recent Assignments

- 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 from payroll to fixed assets
- 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
- 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
- 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
- Used qualifications-based selection methodology during several sourcing events for complex services, such as geospatial services, energy efficiency market, and solar materials. Sourcing events led to savings exceeding 20% and improved outcomes, such as increase in megawatts installed or saving dekatherms/kilowatts
- Performed supply chain current state assessments, including performance benchmarking, leading practice review, customer surveys, and site interviews, for several industries 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
- 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 2+-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, such as self-service and direct access
- 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, which led to a 10% reduction in staff and extended the life of company-owned buildings by five years
- Designed and implemented barcoded inventory management system for 400,000 SKUs valued at \$250 million, which led 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