

## Mark Mardell (MCIPS)

I am an award winning and results focused strategic thinker with over 35 years' experience as a Supply Chain professional in the defence, aviation and education industries. I believe I have an exceptional track record of delivering on time operational improvements, significant bottom line cost reductions, business opportunities and overall value for money.

Over the last 6½ years I have held a variety of interim and consultancy supply chain roles. During the 33 months in my last role I have played an important part in a cost reduction team which has delivered significant savings, programme benefits and risk reductions against very tight programmes. This has been recognised through the winning of three prestigious team awards. In my time as a consultant the initial engagement periods have always been extended despite there being significant challenges to overcome.

Prior to moving to consultancy I held management board level positions in a rapidly growing and diversifying business where I led a highly effective team responsible for the delivery of value for money material and services which support the overall business objectives.

I have and am comfortable working at all levels, in a variety of cultures and have covered a wide range of sectors including marine, manufacturing, support services, indirect commodities, aircraft support, construction, property and facilities management, education and training in both the public and private sector.

### KEY SKILLS AND AREAS OF EXPERTISE

- **Strategy** –consistent contribution to the strategic direction through the alignment of supply chain activity with company objectives. This includes delivery of significant business development and operational benefits through innovative supply chain solutions.
- **Cost Saving / Value for Money** – a history of identifying and delivering sustainable organisational efficiencies, overhead reductions, price reductions, cost avoidance and significant cost savings.
- **Supplier Relations / Contract Management** – procuring and managing high value contracts including weapons systems, direct and indirect services, outsourcing and construction projects. I have a track record of setting up and developing value for money strategic supplier alliances.
- **Management of Supply Chain Functions** – The setting up, transformation and ongoing management of high performing supply chain functions in many different environments and businesses. This includes representing the function at board level, selling the benefits of a strong supply chain, building and/or developing a high performing team together with the introduction or improvement of processes and procedures.
- **Business Case Development** – obtaining approval of a variety of operational and strategic business cases which have included objective setting, financial appraisal, option evaluation and risk assessment.
- **Contract and Procurement Law** – a working understanding in both the public and private sector.
- **Project, Risk and Change Management** - extensive experience of change and project management in a variety of organisations including alliances, rapidly growing businesses and major. I am experienced in the management of risk to facilitate the delivery of successful projects.

**Further Detail** – is available on request through a number of addendums covering the following key areas:–

Acquisition Integration .....	Partnering .....	Property Management .....
Public Procurement .....	Indirect Spend .....	Education & Training .....
Supply Chain Transformation .....	Sustainable Procurement .....	Supply Chain Function Set-up .....

### CAREER HISTORY

#### **Supply Chain Cost Challenge Consultant – Interim. Aircraft Carrier Alliance. Feb 14 – ongoing**

In 2014 the SCCCT was set up to deliver a £86m cost base reduction. The team of approx. 15 exceeded this target and delivered £116 million in approved savings. Addition benefits were also delivered through cost and risk avoidance, programme delivery and efficiency improvements.

A smaller team of 5 was retained for 2015 which then delivered budget reductions of £23m million plus a further £10m of cost avoidance. The team then reduced to 3 in 2016 and we have delivered savings of £12.3m with £8.3m of further opportunities remaining.

The above has been achieved on a wide range of both direct and indirect material and services delivery.

My personal contribution to the saving made from 2014 to 2016 is over £35 million and this project has won the 2015 CIPS Best Consultancy Projects award as well as the BAE Chairman's Business Leaders award and BAES Global Procurement award.

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**CAREER HISTORY (cont'd)****TCO Project Team Manager – Interim****Babcock M&T****Feb 13 – Jan 14**

The Total Cost of Ownership Team is responsible for identifying and delivering cost and efficiency savings in all areas of operations within Babcock Marine & Technology.

The programme of initiatives has, and is continuing to deliver £Ms of savings through better processes, more effective ways of working and generally removing waste from supply chain and operational activities. My contribution during the time I led this team was over £5m.

**Procurement Support Team Manager – Interim****Babcock M&T****October 12 – Feb 13**

The team of 12 is responsible for processes and procedures, parts creation, technical support, data analysis, sustainable procurement and reporting, supplier management including audit, quality, risk management, anti-bribery and corruption legislation, etc.

**Supply Chain Master Data Project Manager - Interim****Babcock M&T****July 12 – October 12**

I led a project which aligns the master data of Babcock Marine & Technology's six operating companies. This involved reaching agreement through workshops despite some significant challenges in some areas.

**Transition Manager (Procurement) – Interim****Serco Ltd****May 12 – June 12,**

The assignment was originally for a 3 week period to put in place a fuel management programme but was then extended to put in place various procurement contracts including fuel and lubricant with an annual value in excess of £10M.

Contracts were put in place against a very tight programme and a difficult negotiating position which are low risk and have achieved savings over £260K with a long term saving projection of over £1M.

**Sustainable Procurement Project Manager and Category Manager (Interim)****Babcock IG-Plymouth****May 10 to April 12,**

Responsible for introducing a coordinated approach to Sustainable Development as well as introducing an understanding of the benefits, a change in culture and alterations to processes / procedures which support Sustainable Procurement.

I established a business case which meets current business drivers and includes cost and risk reduction, business development opportunities whilst satisfying a demanding customer's requirement. Business unit buy-in and an understanding of sustainability were delivered which included the consideration of sustainable options and embedding this into the "business as usual" processes and decisions.

In addition to the above responsibility (which was an initial 6 month Interim role) I covered a vacant Category Manager (Electrical) position whilst recruiting was ongoing. In this role I led the team through a tender process covering 32,000 parts with a £16M PA spend and delivered over £750K saving. My personal contribution was approx. £400k.

**Supply Chain Director****VT Education & Skills****January 07 to April 10,**

Reporting to the MD and leading a team of 26 (initial team size was 2) with an annual spend of £90M across both the public and private sectors. Major spend areas include construction, facilities management, indirect materials, IT, Education support, training, property management, and recruitment. Key achievements include:

- Significant contribution to the turnaround of a failing business by removing approx. £7m P/A of cost and introducing an improved service / process
  - Introduction and development a number of key supplier strategic relationships
  - Delivering certified hard savings of £7M for FY 09/10, £3.4M in 08/09 and £1.3M in 07/08
  - In addition to the above, certified cost avoidance in excess of £2Million has been delivered
  - As a result of this the cost base has been reduced (year on year) by over £6Million
  - Reduction of the property portfolio from 149 to 59 plus the resultant reduction in office management and administration headcount
  - Establishing and introducing metrics and common efficient processes
  - Leading the successful integration of two major business (VT Flagship and Education & Skills)
  - Introducing a supply chain shared service into VT E&S
  - Introduction of category plans to guide and manage strategy and targets
  - Reduction in vendors from 18,000 to 3,200
  - Fleet Heroes Award 2008/9 for grey fleet carbon emission savings
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**CAREER HISTORY (cont'd)****Procurement Executive****VT Education & Skills****January 06 to Dec 06,**

Reporting to the Finance Director my key objective was cost reduction and efficiency improvement through the introduction and ongoing management of a supply chain function and effective property team. Key achievements include:

- Certified hard savings (budget reductions) of £1.8million.
- The set up and management of a number of strategic supplier alliances
- BSF Greenwich – drafting and managing of tenders, various contracts, procedures and initiatives in accordance with EU Procurement rules on behalf of the London Borough of Greenwich Council.

**Procurement Director****Airtanker Ltd****September 04 to Jan 06,**

Reporting to the MD the key objective was to introduce an effective professional supply chain function capable of satisfying the scrutiny required in a £10Billion plus PFI process whilst delivering cost reductions. Key achievements include:

- The set-up, management and hand-over of an effective function in 16 months (initial team was 3 bid/commercial managers, none were in the final team)
- The initiation and completion of a cost reduction exercise which achieved a £113M price reduction on a £1 Billion plus spend.
- I negotiated and agreed contracts covering aircraft maintenance, training and aircraft support valued at £350M whilst managing a team of 6 supply chain professionals who covered the remaining spend.
- The contract is now operational.

**Group Procurement Director****VT Group****December 02 to Sept 04**

My key objective was to raise the profile of the Supply Chain function through the development of group wide indirect spend initiatives. Key achievements include:

- The introduction of procurement onto the board agenda of VT Group business units
- Business Unit support in setting up functioning procurement departments
- The setting up of various supplier strategic alliances
- £4.96M savings on a central indirect spend of £69Million

**Supply Chain Director****VT Shipbuilding****October 96 to Dec 02**

Responsible for the management of the Shipbuilding Supply Chain function (including stores / material control) and through life support. Managing a team of 35 with an annual spend of £150 million (average). Key achievements include:

- Savings averaged 7% on ship / major projects and 11% on indirect spend.
- The introduction of effective procedures, KPIs and metrics
- A major contribution to the winning of business through the strategic management of major suppliers.
- Reduced the number of stores from 26 to 3.
- Managed the negotiation of the contracts associated with the successful move of the business (shipyard) from Southampton to Portsmouth.

**Various Procurement roles****VT Shipbuilding****February 87 to Oct 96****Apprenticeship / Drawing Office****VT Shipbuilding****August 75 to Feb 87****HIGHER EDUCATION AND PROFESSIONAL QUALIFICATIONS****Academic Qualifications:**

- Chartered Institute of Purchase and Supply Diploma (Degree level qualification)
- HNC Naval Architecture
- HNC Business Studies

**Professional Qualifications:** MCIPS (by examination), Henley Coaching Certificate – 2009

**INTERESTS**

Spending quality time with my wife and 4 children age 18 to 26

Keeping in touch with friends and family.

DIY, Country Walks

Football Coaching. I am a licensed FA coach (Level 2).

Going to the gym / circuits.

**CONTACT DETAILS** – email, [mark\\_mardell@sky.com](mailto:mark_mardell@sky.com); Mobile – 07885 542 189.

Also see my profile on <http://uk.linkedin.com/in/markmardell> and website [www.markmardell.com](http://www.markmardell.com)