



Scott McDonald

Head of Supply & Operations

📍 Shanklin, UK

[View profile on Dweet](#)

Links

 [LinkedIn](#)

Languages

English

About

Experienced Supply & Operations management professional with 20+ years of experience dedicated to optimisation of operational and service functions within a fast moving multi-channel environment. Capable of building and leading large teams, developing strategies and delivering world-class customer service. A strong background establishing cultures of performance optimisation, focused Capex investment, and systems development that deliver business strategy. • Highly experienced in all aspects of operational support, including vendor strategy, inventory optimisation, customer service, budgetary control, systems implementation, forecasting, warehousing and logistics. • Led a team of +220 FTE, leading the business to achieve twice 'WHICH Awards' for 'Best Online Retailer' • Influencer, who is both financially and commercially aware and enjoys developing strong relationships at all levels and uses a strong 'one team' approach to find and implement solutions • Focused individual who thrives on developing a team culture that enables businesses to deliver world-class customer service that builds the foundations of strong commercial relationships • Proven at evolving large teams to deliver, efficient, effective operational solutions that enable growth and enhance customer experience, whilst developing individuals to ensure they maximise their potential

BRANDS WORKED WITH

Liz Earle Beauty Co.

Liz Earle Beauty Co. Limited

THE ORANGE SQUARE COMPANY LTD.

WIGHT SALADS Group

Experience

● Head of Supply and Logistics

THE ORANGE SQUARE COMPANY LTD. | Feb 2020 - Aug 2023

Lead the Supply Chain and Warehouse functions for a privately owned UK distributor of high-end luxury perfume brands, including; Creed, Maison Francis Kurkdjian, Juliette has a Gun. Responsible for entire E2E supply chain for the niche brands we distribute to our customers including Harrods, Selfridges, John Lewis. Full responsibility for Planning, Warehousing, Added-Value Production, e-commerce Fulfilment, 3PL Management (e-comm) and Logistics functions.

Key achievements

- Renegotiated the internal relationship management of our Brands, moving certain responsibilities away from our Brand Teams, to a more formal Supply Chain structure, focused on stock availability and customer service
- Key member of the implementation team of ERP system (Microsoft F&O), becoming a super-user in the process
- Successfully scoped and updated our systems to manage the logistical & compliance issues around Brexit, ensuring that both our EU suppliers and customer enjoyed uninterrupted shipments throughout the transition period
- Drove a Business wide S&OP process, pulling together Commercial, Marketing, Finance and Supply Chain teams align on performance, Marketing plans, NPD, planned discontinuation and overstocks, ensuring risks and opportunities are identified. Agreed the next 12-months activities as well as locking down the next 6-months.
- Conducted a full review and proposed the categorisation of our product portfolio across all our Brands. Used this structure to mitigate risk from fluctuations in demand and improved the management of "end of life" products
- Identified issues and renegotiated our 3PL e-comm contract, adding an additional £150kpa to the bottom-line

CAREER SUMMARY CONTINUED



● Head of Operations

Liz Earle Beauty Co. | Sep 2014 - Sep 2016

Led our Operations functions; e-Commerce Fulfilment, Kitting production, Warehousing, and Facilities

Key achievements

- Raised productivity and efficiency via team restructuring to optimise collaboration.
- Achieved 47% labour efficiency savings through reconfiguration of e-commerce fulfilment and rollout of conveyor systems into pick and pack. Expedited e-commerce order turnaround (<24hrs) from 87% in 2014 to >98%.
- Developed a programme to deliver a corporate culture of continual improvement which delivered substantial savings and drove world-class service levels (On Time In Full) in excess of 99.5%
- Drove direct labour savings, in excess of £500kpa, via launch of combined resource planning and cross-training.
- Slashed production downtime from 15% to >5% in 12 months by utilising KPI data to identify root cause and place corrective actions in place.
- Improved planning and stock allocation with implementation of works order management system (Sage).

● **Head of Supply and Operations**

Liz Earle Beauty Co. Limited | Oct 2007 - Oct 2019

Lead the Supply and Operations teams for a multi-channel skincare brand acquired by Walgreens Boots Alliance (WBA) in 2015. Oversee team of +220 FTE focused on delivering world-class customer service, generating annual retail sales of +£100M. Contribute to strategy development as Executive Board member. Drive e-commerce Fulfilment, Planning, Sourcing, Budgeting, Added-Value Production, Call Centre support, Warehouse, and Facilities functions.

Key achievements

- Spearheaded monthly S&OP, ensuring cross-functional focus on revenue & profit, whilst driving world-class Supply Chain performance, resulting in a reduction of excess & obsolete stock from £1 .35mil 2018 to <£400k in 2019
- Developed our Customer Centre 'Mission & Vision' realigning the teams priorities, resulting in a full restructure, rethinking of working hours & salaries combined with enhanced levels of service to our B2C customer.
- Elevated operational performance through a mix of process improvements and focused Capex investment to achieve and maintain a 'Centre of Excellence' status within the WBA group, providing agile learning and unique customer experience for both our B2C (enhanced premium packing) and B2B customers (OTIF 99.96%).
- Successfully implemented a new custom-built B2C system in our e-commerce fulfilment that increased order accuracy to 99.99%, whilst decreasing training time from 10 days to >2 hours (targeted 1 hr within first 12 months)
- Created a high performing, cost-effective kit building facility that removed the need to spend £1M with external 3PL's



● **Planning Manager**

Liz Earle Beauty Co. | Oct 2007 - Sep 2014

Established and led team of six charged with demand, inventory, and administrative planning functions.

Key achievements

- Successfully maintained world-class beating stock availability figure of +99.5% for four years – ensuring 100% product availability for up to 30 weeks at a time.
- Instigated cross-channel 'Monthly Consensus' process to help align a view of business performance.
- Led full project lifecycle of new forecasting system rollout (TXT Plan/CDMi) on time and within budget.
- Propelled visibility of planning team by investing in the S&OP process.
- Cut LTs from four months to four weeks on selected SKUs while minimising impact of EOQs, opening valuable warehouse space and reducing inventory value / cost by maximising production batch sizes at suppliers.
- Decreased inventory 25%, totalling over £2M in 12 months, with the introduction of a supplier held stock initiative

CAREER SUMMARY CONTINUED

● Group Buyer – Consumables (Indirect)

WIGHT SALADS Group | Feb 2001 - Sep 2007

Managed consumable / packaging purchasing for UK's largest tomato grower and packer – servicing Waitrose, M&S, Tesco, J Sainsbury, and Somerfield among others (£58M annual turnover). Administered budgets totalling up to £3.5M pa – working with senior management to identify and address needs / requirements as well as introducing innovative purchasing practices to remain within budget. Presented, tendered, and negotiated contracts.

Key achievements

- Researched and uncovered best products / services values via sourcing throughout UK and overseas.
- Orchestrated rollout of continuous improvement programmes across the supply base
- Played instrumental role in £750k savings annually by serving as central figure in corporate sourcing expansion from EU, China, and Middle East.
- Drove implementation of SAGE MMS system across multi-site group – 4 sites across the south of England and a user base of over +150 employees
- Supported period of rapid growth from £15M to £50M via strategic supplier and warehousing management
- Delivered £250k annual cost savings per annum.
- Facilitated packaging functions company-wide with introduction of Sage stock system.