



# Crispin Bacchus

Senior Operations Manager

📍 Bournemouth, UK

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## Languages

English (Native)

## About

An accomplished Senior Logistics & Operations Leader, with over 20 years' experience in driving the success of FTE 250 companies across the E-commerce, Courier Services, Freight & Package Transportation, Cremation Services, automated warehousing and Logistics Services & FM industries. Specialises in improving overall operational and logistical performance, through the implementation of value-adding processes. Able to quickly establish credibility with senior and executive stakeholders. Proven track record in leading and building dynamic teams, as well as delivering innovative solutions that transform organisational capabilities and accelerate strategic company growth.

### BRANDS WORKED WITH

HOME DELIVERY NETWORK LIMITED

Pure Cremation Ltd

Royal Mail Plc

TNT Express

Tuffnells Parcels Express Ltd

## Experience

### ● HEAD OF LOGISTICS AND OPERATIONS

Pure Cremation Ltd | Jan 2022 - Now

Key Responsibilities:

- Reporting to the CEO on the Group's 'At Need' cremation service, building, communicating and delegating an operational framework which consistently delivers the operational elements of the Group's 'At Need' operations services.
- Leading and managing the overall logistical, operational and performance of the 'At Need' services to meet and exceed SLAs, directing and leading 8 operational 'At Need' managers.
- Ensuring that robust plans and contingency plans are in place to facilitate the achievement of forecasted volume of activity within SLAs at all times.
- Relaying key matters in regards to current practice or future capacity to MD's to allow the company to grow and trade effectively, establishing and maintaining effective relations with customers, suppliers, and third parties.
- Controlling costs in-line with the current operational plan; whilst ensuring that operational and logistical services are continuously met in order to achieve customer satisfaction and budget commitments.
- Executing local strategy to deliver high standards of customer service and experience, conducting all activity in-line with relevant legislation; such as UK driving regulations, ICCM guidance, Environmental permits and H&S best practice. Key Achievements:
- Reduced the wage bill by £330k, through reducing management heads, combining job roles, and improving management and operating structures.
- Bettered collection service times by 28%, and delivery service times by 25%, through leveraging trend data, addressing performance challenges, and matching resources to key areas.
- Improved weekend service SLAs by 40%, through matching resources against workloads, and by understanding where best to place resources (driver operatives) to be able to react to customer requirements of a 4 hour response SLA.
- Enhanced customer waiting times from 4 minutes, to 30 seconds daily, by collaborating with the call centre team and managers to improve overall communications, performance and the team's understanding of SLAs and customer commitments, also through the introduction of rewards initiatives for great customer performance.
- Playing a pivotal role in bettering staff availability and flexibility, by cross training the organisational teams.

### ● Senior Operations Manager

Royal Mail Plc | Jan 2013 - Jan 2022

Key Responsibilities:

- Supported the Delivery Director in leading pipeline operation for FMCG, B2B and B2C ecommerce customers and 3rd party customers in order to

deliver great customer service through pipeline management.

- Formulated operative business plans and operational strategies to manage activities across geographical delivery areas, identified opportunities for improving financial performance and customer service to attain customer satisfaction.
- Guided teams consisting of 8 area managers and 6 stakeholder business partners to meet targets in accordance with defined SLAs, contributed in succession planning and future-proofing for developing new leaders and role models. Key Achievements:
- Strengthened the organisation's cost control measures, by meticulously managing and allocating budgets up to £50 million in accordance with business strategies, as well as by generating savings of 10% YOY through coordinating with stakeholder business partners and area managers to drive cost saving initiatives.
- Propelled operational efficiency by 8% through innovative techniques, which involved establishing strong relations with CWU and OFCOM to collectively build and agree on sustainable service improvements.
- Elevated customer experience across 103 delivery depots, by analysing complaints and working with the management team to understand the complaints, setting up complaint workshops to improve service offerings, and by revamping the track and trace facility via collaborating with postmen and women to raise compliance in the scanning of items.
- Assembled and mobilised the management team towards enhancing operational processes, which resulted in improving operational efficiency up to 10% across London geographies.
- Pioneered a 'Springboard Workshop', which focused on promoting women into operational roles, by coaching women in developing key skills; such as self-awareness and self-confidence, Microsoft packages, CV building, LinkedIn profile building, networking, and overcoming prejudice.

## ● AREA GENERAL MANAGER

HOME DELIVERY NETWORK LIMITED | Jan 2009 - Jan 2012

Key Responsibilities:

- Supervised operations staff and monitored regional depot functions to ensure all tasks were executed in compliance with legal/company policies; as well as with health, safety, disciplinary and site security procedures.
- Identified weak areas of underperforming depots and implemented strategies to improve service levels, cultivated long lasting business relations with sales managers across the region for increasing customer base and growing business, administered a £7.5 million budget; while assuring all activities performed within assigned budget. Key Achievements:
- Implemented training and development initiatives for 9 poor performing operations managers, by conducting sessions to enhance the performances of operations managers, and by heavily supporting staff in achieving promotion, which supported the organisation's strategic objectives in the personal and professional development of key staff members.
- Spearheaded operational activities for company's largest distribution depot within a 24/7 capacity, which distributed over 70,000 parcels per week, and rose to more than 149,000 per week.
- Reduced operating costs, by setting budget targets for operations managers to achieve, constructing 12 month forecasts that supported operations managers in achieving their budgets, as well as by controlling expenses across Southern England to boost profit.

PREVIOUS EXPERIENCE

## ● Depot General Manager

Tuffnells Parcels Express Ltd | Jan 2002 - Jan 2012

## ● Operations Manager

TNT Express | Jan 2000 - Jan 2002

## Education & Training

- Oxford University Business School (SAID),

