**Emma Ross** BA (Hons) MSc CMILT

[**emma.m.ross@gmail.com**](mailto:emma.m.ross@gmail.com) **07584 323 902**Emma is a talented, customer focused supply chain and distribution professional who has already made her mark in the sector, being recognised in the SHD top 100 influencers in logistics 2018. Her experience to date has helped her develop excellent persuading, negotiating and influencing skills that she readily applies in all environments. Emma is a strong leader and is interpersonally versatile bringing her personality to bear at all levels of an organisation. As a Director of the Chartered Institute of Logistics and Transport, Emma joined the UK board in early 2016. Her experience has facilitated the comfort with which Emma works in different environments and cultures. Her 1st Class Honours degree in Retailing and MSc in Supply Chain have provided a solid foundation which allied to consulting experience and a strong operational track record makes for a rounded executive. Outside of work she enjoys learning about new cultures and recently took a short sabbatical to travel.

**Employment History**

**April 18 – Present  
Head of Regional Warehousing Northern Europe, Hilti**

* Accountable for the distribution of all Hilti products to customers across Northern Europe. Consisting of multiple Market organisations including GB and Ireland, Sweden, Denmark, Norway and Finland.
* Member of the Logistics Leadership team for Northern Europe. Working collaboratively to deliver future strategies and supporting other functions including transport and materials management.
* Quickly identified inaccuracies within the reporting of the operation and have brought an improvement in productivity over 2019 of 10.6%.
* Champion of the Lean culture within the operation, driving change and improvements not only within the warehouse but also in materials management and transport.
* Delivering the Bredbury ‘fit for the future’ project ensuring we are Brexit ready (and beyond).
* Delivering three major change projects across 2019 – 2010 including two warehouse relocations and one warehouse extension.
* Accountable for the diversity and inclusion within Logistics, leading the initiatives on site and within the wider department.
* Member of ‘Marco Polo’ development programme within Global Logistics. A programme designed to fast track future leaders of the business giving exposure to marketing, finance and sales.

**May 16 – January 18  
General Manager, WM Morrisons plc, Gadbrook Park Cheshire**

* Accountable for the Morrisons Fresh operation delivering some 60 million cases per annum, with a budget of circa £13m and the leadership of 350 colleagues through 5 direct reports.
* Accountable for multi-channel interface and service level performance with wholesale partners and customers (including P&H, Amazon Prime and McColls).
* Continuous and sustained improvement of productivity, cost and service KPIs through the delivery of a broad range of process improvements and the development of the operations leadership team.
* 5.5% improvement in main KPI CPAH [cases per attended hour] within 4 months in role.
* Marked improvements in sickness and absence [7% down to 3.4% within 4 months], as well as reductions in work place accidents.
* Softening of the culture and the reduced union influence and militancy in what has also been a strong union environment.
* Led change programme within department, working towards the implementation of WMS within a paper based operation.

**March 15 – April 16  
Supply Chain Consultant, Crimson & Co., London**

* Delivering change projects internationally across logistics, distribution, manufacturing, HR and procurement in sectors including FMCG, Drinks, Energy, and pharmaceuticals.
* Key projects included: Leading contract negotiations with 3PLs across Europe for pharmaceutical warehousing; UK retailer warehouse layout redesign through a review of inventory and SKU profiles; European network reviews following company mergers in both the agricultural and manufacturing industry.
* All projects required engagement with key stakeholders from a wide range of countries and cultures, the application of strong analytical and project management skills alongside methods such as lean to review operational processes and identify improvements.
* Key to success of the delivery of projects was working side by side with the companies and employees, embedding in the culture and continuously looking for further insights into the operations.

**August 12 – March 15  
Distribution, Tesco UK**

Following completion of the rotational distribution management graduate scheme within Tesco I held several senior leadership roles across fresh warehousing.

**Shift Operations Manager, Tesco, Doncaster DC**

* Accountable to the General Manager for all areas of the Depot on a rotational shift basis. Leadership of up to 300 colleagues through a team of 12 managers.
* Responsible for the depot KPI performance on a shift by shift basis but accountable overall for leading productivity improvement programmes across the site, achieved primarily through promoting collaborative behavior between shifts.
* Accountable for ensuring best practice shared and change programmes delivered for the site as a whole, through the sites balanced scorecard approach.
* Responsible with Personnel for delivery of all site recruitment and training.
* Accountable for leading the development of annual budget and ongoing forecasts.

**Personnel and Training Manager, Tesco, Doncaster DC**

* Seconded to Doncaster DC as acting Personnel and Training manager to support recovery of a severely under-performing area pending appointment of permanent candidate.
* Managing sensitive inter-personal issues with the current management and the recovery of day to day performance within the department.
* Successfully implementing routines back into the DC and reducing S&A figures during my time on site by 3% was a key achievement.
* Also re-established critical personnel and training routines in support of the operation such as return to work interviews and productivity management. Appreciation of the sensitivity of the environment as well as the importance of engaging with the established senior team and being respected and trusted in a short time period was essential and achieved.

**Operations, Planning and Communications Manager, Livingston DC**

* Accountability for overseeing and reviewing the Christmas planning and communication process at Tesco’s largest consolidated DC for the peak festive periods of both Christmas and Hogmanay. Leading the planning for delivery to over 300 stores of multiple formats (express to superstore).
* Representing the site on companywide KPI and performance calls, ensuring effective communication of issues and planned resolutions across internal teams and with stores.
* Key achievements included establishing high levels of confidence in Livingston’s capability through frequent, accurate and open communication with stores and Retail Directors throughout Christmas.
* During my time in role shortlisted for ‘inspirational leader in Distribution’ as part of awards throughout the wider Tesco business.

**Graduate Placement: Transport and Warehouse shift manager, Livingston DC**

* Leadership and motivation of up to 600 people through the management and leadership of a team of 12 managers on a rotational shift basis.
* Developed training workshop to deliver “ways of working” to all management on site.
* Leading and motivating my team to support the delivery of shift based KPIs for operational productivity, customer accuracy and attendance within budgeted cost, earning the respect of my team and my peer group through my approach, resilience and attitude.
* Responsible for a team of 30 drivers in a strongly unionised traditional transport environment. Route allocation, problem resolution, liaise with central planning and driver performance reviews were key accountabilities.
* Projects during placement included reviewing the interface and relationship between Tesco home delivery operations and accuracy/availability with Depot delivery schedules.
* Led the project on recycling and returns for Scotland stores following a change in policy on waste returns. Engagement with all 200 stores in Scotland, and 3PL providers of recycling centre. 8 week communications schedule prior to go live.

**Qualifications**

**MSc Logistics and Supply Chain Management***Heriot-Watt University, Edinburgh, September 2011 – September 2012*Dissertation: Enablers and Inhibitors of Six Sigma within a Supply Chain context.

**First Class BA (Hons) Retailing and Events Management**  
*Queen Margaret University, Edinburgh, September 2007 – July 2011*Dissertation: Sustainability – Role and Importance within Supply Networks.

**Certificate in Management Consulting Essentials**  
*Institute of Business Consulting (IBC®), July 2010*

**HNC Theatre and Arts Studies (Distinction)**   
*The Arden, Manchester, September 2006 – July 2007*

**Professional Development**

* **Chartered Institute of Logistics and Transport (CILT)**  
  *Chartered Member and UK Board member [elected], Young Professionals chair within UK representing diversity and inclusivity for the future of the institute*
* **Finalist, Inspirational Leader of the Year 2019***Talent in Logistics Awards*
* **SHD Logistics 100 influencers in 2018***Rising star within top 100 influencers in Logistics 2018*
* **RADA in Business: Women in Leadership forum member***Impact + Influence course*
* **Chartered Institute of Purchasing** **and Supply***Affiliate Member of institute of purchasing and supply*