

Colin Sirman

52 Yewdale Road, Harrogate, N Yorkshire. HG2 8NE +447305187505

colinsirman@gmail.com

Professional Summary

Experienced Digital and IT leader with a strong track record in Enterprise Architecture and technology strategy, including business transformation and programme management, operating in complex international environments. Excels in the application of technology to solve real business problems, creating value at the enterprise level. Led a range of high impact programmes, from multi-year ERP deployments to innovative POC's, embracing mobile solutions, cloud and hybrid platforms, real time analytics and IOT. Comfortable with budget responsibility in the tens of millions.

Key Skills

Enterprise Architecture	IT Programme Leadership
Business Process Improvement	Solution Architecture
Business Transformation	Agile and Waterfall project methodologies
Team Coaching and Development	Business Partnering
Vendor Management	Budgeting and Forecasting
Business Case Development	Annual and long-range Business Planning

Career Highlights

Strategy. Led an initiative in 2020 to define the enterprise IOT strategy for Britvic Soft Drinks, encompassing customer facing and manufacturing scenarios. Acted as lead architect to make the strategy real leading to a first deployment within 5 months and an ongoing programme to create value through real time customer insights, demand sensing and manufacturing efficiency.

Architecture. Accountable for the end-to-end solution design of a £30m 3-year investment to replace Coca-Cola European Partner's ageing legacy supply chain platforms in the UK with an SAP centric solution. I had responsibility for technical leadership, high level integration design, system landscape management, infrastructure, testing strategy, cut-over management and post-live design revisions. The solution has around 2000 users and is running Coca-Cola's UK business. The solution stack includes SAP ECC, APO, EWM, Mii, BI, Transporeon, Ortec LEO, Salesforce and iOS mobile apps.

Strategy. Following a 3-way merger in 2016 there was a need to baseline the new company's business capability and maturity. I led a comprehensive business capability assessment of the manufacturing and engineering function, including interviews with senior stakeholders representing 48 factories in 10 countries. The initiative identified a range of value creating opportunities that will move the business towards a world class manufacturing operation. Built and shared a roadmap highlighting the need for foundational investment followed by the introduction of value creating digital capabilities over 3-5 years. The roadmap formed the basis of the annual and long-range business plans for the manufacturing function.

Career History

Enterprise Architect. 02/23 to present, CGS Business Solutions Ltd for SAP America

Providing architecture, program management and cutover leadership of a complex brownfield SAP ERP migration for a global technology distributor.

- Defining strategies and scenario planning for a highly complex, data intensive migration programme across 24 European countries
- Providing leadership to a team of functional and technical solution architects to bring enterprise level thinking to design challenges
- Leadership of the programme cutover team to ensure rigorous planning and full stakeholder engagement, operating within aggressive timelines
- Responsible for programme level risk assessments, with mitigation recommendations
- Frequent engagement with the customer at senior level

Enterprise Architect – IT strategy. 09/2021 to 02/2023, CGS Business Solutions Ltd for Britvic Soft Drinks

Providing architecture and technology leadership across several key initiatives for Britvic. Active programmes include:

- Forming the strategy, approach, and business case to adopt SAP S/4 Hana and IBP, across multiple business units replacing Britvic's SAP ECC, APO and JD Edwards ERP systems
- End to end design of a Digital Manufacturing capability, exploiting Britvic's cloud-based enterprise IOT strategy, involving solutions from SAP, AWS and Siemens.
- The integration of two recently acquired businesses into Britvic's operations, including the finance, supply chain, and e-commerce areas.
- Due diligence for a potential future acquisition
- Defining a 5 year technology roadmap for Britvic's France Business Unit, in collaboration with the Exec leadership team
- Ownership of the enterprise applications roadmap

Enterprise Architect – Applications. 06/2020 to 09/2021 CGS Business Solutions Ltd for Britvic Soft Drinks

- Delivered new and refreshed technology strategies for Digital Customer Engagement, Enterprise IOT and Digital Manufacturing
- Developed a 5-year technology roadmap for the enterprise, working closely with senior business stakeholders and IT leadership
- Ran several technology and implementation partner RFI/RFP's and played a significant role in developing robust business cases and programme plans.

Enterprise Architect – Supply Chain. 09/2019 to 06/2020, CGS Business Solutions Ltd for Dixons Carphone Ltd (now Currys)

Accountable for the architecture and implementation approach for several supply chain initiatives as part of a wider transformation programme. The existing IT landscape is a highly complex mix of strategic and legacy applications, platforms, and tooling, driving high IT run costs. The landscape is a constraint to business agility and growth. My focus was to propose simplified architectures with best practice capabilities, aggressive decommissioning of legacy applications and realistic business change goals. Key focus areas included:

- Consumer product repairs, both field service and workshop based. After sales service is a key revenue stream and differentiator for Dixons Carphone, with 35,000 repairs completed per week on consumer electronics and domestic appliances.
- Reverse logistics. As e-commerce grows at the expense of in-store sales, an effective returns management process is increasingly critical to support a positive customer experience and minimise lost revenue.
- After sales customer experience

Supply Chain Solution Architect, 02/2018 to 9/2019. CGS Business Solutions Ltd for Britvic Soft Drinks

Responsible for technology leadership across the Supply Chain IT domain in an environment where there was intense focus to deliver a return on a £250m capital investment programme in the manufacturing and distribution network. Achievements include:

- Completed solution designs for a wide range of IT programmes, including supply network planning, automated warehousing, new production lines, ERP integration with automated manufacturing processes, mobile capability, and quality management.
- Development of a 3-year roadmap for warehouse management centred around SAP EWM and warehouse automation.
- Established templates for integration of 3rd party warehouses into the Britvic supply chain and for transportation management
- Led a refresh of Britvic's mobile strategy in the supply chain, replacing ageing legacy devices and UI, with new Android devices running a suite of apps directly connected to SAP

Senior Business Partner to the Central Manufacturing, Engineering and Technology group. 9/2017 to 01/2018, Coca-Cola European Partners

Trusted advisor to the manufacturing and engineering functions, building a partnership approach to embrace digital opportunities from Industry 4.0 and the rapidly converging worlds of IT and OT. Delivered a comprehensive business capability assessment of the manufacturing and engineering function, leading to the creation of a digital road map to move towards a world class manufacturing operation over 5 years.

Initiated a review of the ownership and governance of the converging worlds of Enterprise IT and Operational Technology, driven by the need for enhanced cyber-security, consistency across the organisation and to inform a comprehensive strategy and roadmap to exploit the opportunities arising from advanced analytics, IOT and automation.

Associate Director - IT Solution Delivery. 08/2016 to 9/2017, Coca-Cola European Partners

Accountable for the delivery of technology projects within the Manufacturing, Procurement and Supply Chain domains at Coca-Cola European Partners, leading a team of 15. Acted as a trusted advisor to the business, bringing expertise in end-to-end supply chain processes and the applicable supporting technologies. My leadership was critical during a time of transition of skills and responsibilities from the business's former Atlanta HQ, working with an interim organisation and a new executive leadership team.

Responsibilities included:

- Led the Manufacturing work streams of CCEP's SAP deployment in the UK. This included 2 successful go-lives in large manufacturing operations. Acted as deputy lead for the entire UK SAP programme, including budget preparation, forecasting, team coaching, risk assessment, resource planning, cut-over management, and issue resolution.
- Owned the programme to deliver 14 Supply Chain projects from capex approval through to completion, all delivered on time and within budget with minimal business disruption.
- Key influencer in a strategic initiative to define the IT reference architecture for CCEP and the 3 to 5-year roadmap, working closely with the Enterprise Architecture team and Accenture.
- Partnered with the Engineering function to review the strategy for MES (Manufacturing Execution Systems), including vendor benchmarking and business requirements definition.

Solution Architect, SAP UK Implementation. 12/2014 to 6/2016, Coca-Cola Enterprises

Accountable for the end-to-end solution design of a £30m 2-year investment to replace CCE's ageing legacy supply chain platforms with an SAP solution.

End to end responsibility for technical leadership, high level integration design, system landscape management, documentation set, infrastructure, including mobile device selection, cut-over management and post-live issue resolution and design revisions.

IT Work Stream Lead for Supply Planning, as part of the transformation programme, including the implementation of APO SNP for production planning, and ECC MM for central raw materials management and contract manufacture. No template existed so a full design cycle was required, managed using an Agile methodology

**Associate Director - Manufacturing and Planning Systems. 12/2011 to 12/2014
Coca-Cola Enterprises**

Accountable for delivery of IT change projects within the manufacturing and supply chain planning domain at Coca-Cola Enterprises, leading a team of project managers and working extensively with IT & Engineering service providers.

Major programmes delivered include:

- IT lead for the SAP ERP implementation in 7 manufacturing plants, and a new EDI integration solution for 10 3PL warehouses, in France and Belgium. Led an international project team to deliver a series of successful go-lives.
- Launched the enterprise SAP Plant Maintenance programme, from initial business partnering and template creation through to pilot and completion of the 1st wave of plant go-lives. The solution includes an iPad based mobile capability and is now live in 17 plants across 6 countries.
- Launched the S&OP programme to roll out a standard APO Demand Planning solution, integrated with a Promotional Planning tool (ProMax). A major strategic initiative for CCE. Led

the first country go-live in France and then handed over to a deployment team. The solution is now live in 6 country Business Units.

- Completed a successful POC of an early example of IOT in supply chain – the use of wireless (Bluetooth) sensors, on production equipment for condition monitoring using a cloud-based platform

Manufacturing and Warehouse Systems Deployment Manager. 07/2000 to 11/2011

Coca-Cola Enterprises

Senior Management position responsible for manufacturing & quality systems within CCE Europe, leading a team of project managers & analysts.

Experience in managing large scale SAP cut-overs, across all business functions. Expertise in manufacturing systems integration & architecture, planning & scheduling, inventory management, plant maintenance, production execution, quality assurance, traceability and document control.

Finance and Planning Manager, Wakefield Factory 1993 to 2000 Coca-Cola Enterprises

Senior management position responsible for site cost accounting, managing an annual budget of £22m overheads and £200m direct costs, raw materials management and production scheduling within the world's largest Coca-Cola factory.

Application and Platform Knowledge includes:

SAP ECC (MM, PM, PP/PI, SD)	SAP Mii
SAP S/4 HANA	SAP Field Service
SAP APO	SAP Ariba
SAP EWM	Transporeon TMS
Microsoft Dynamics (CRM)	SAP Work Manager (Syclo)
Simatic IT (MES)	AWS IOT
MS Office, SharePoint, Project, Visio	AWS IaaS

Education

Master's in Business Administration (MBA)

Aston University - Birmingham UK

Bachelor of Engineering (Hons): Mechanical Engineering

University of Strathclyde - Glasgow, United Kingdom

Additional Information

British Passport Holder with full UK Driving Licenses

Comfortable with frequent travel