



Mark Harris
BUSINESS DIRECTOR



Costa Express

September 2014 - August 2015

Taking charge of technical development

"Mark was well liked and respected across the team and consistently demonstrated his ability at all levels, whether that might be "sleeves rolled up" or leading senior negotiations in the boardroom."

Tim Burnham, Head of Technical Development, Costa Express

Challenge

Mark's challenge as a member of Operations Senior Executive was to oversee the launch and roll-out of two new 'cutting edge' gourmet vending machine products aimed at delivering enhanced customer experience alongside greater cost efficiency. This also involved taking charge of technical teams which had lost direction and rekindling failing supplier relationships.

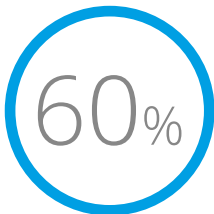
Strategy

Part of Mark's change-management strategy involved working with the technical team to restore credibility by introducing organisational and planning procedures, creating a sense of aspiration and introducing greater technical excellence. This also involved the reassignment of some technical personnel, assigning new roles and responsibilities as well as acting as a role model and representing technical development within the company's broader operations.

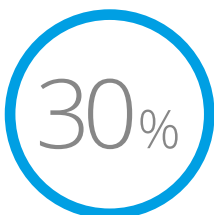
Rebuilding relationships with four key suppliers, Mark and his team then successfully rolled out two major new gourmet coffee vending products, and delivered an international smart card payment system, a powder chocolate upgrade, an innovative drink waste module and a regulation-compliant North American variant. He also negotiated a 60% reduction in smart card payment charges and delivered a 30% reduction in new module costs.

Outcome

In the course of delivering two innovative, gourmet coffee vending products at significantly reduced cost, Mark completely turned around a failing technical department which had delivered some embarrassing outcomes for the company, and in its place built a focused and highly successful technical development team.



Less smart card payment charges



Cheaper drink module