



Lorna Brown

Non-Executive Director, Consultant

CONTACT DETAILS

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MEDIA COVERAGE

- Looking Ahead with Drummond Bridge – Lorna Brown, Head of Supply Chain Management, Sainsbury's Bank <https://www.drummondbridge.com/2020/02/26/looking-ahead-with-drummond-bridge-lorna-brown-head-of-supply-chain-management-sainsburys-bank/>

EDUCATION

- University of Pennsylvania – The Wharton School Professional Development, Excellence in Supply Chain Management

CAREER OVERVIEW

- Lorna began her career in 1995 as Senior Purchasing Manager at RBS Group.
- Lorna then became Chief Procurement Officer, North America at The Royal Bank of Scotland Group.
- Following this Lorna moved into Supply Chain Development in 2008 before moving onto become Head of Supplier Services. In 2010 Lorna became Head of Business Management, Group HR Talent.
- Lorna then joined Student Loans Company as Head of Commercial.
- In 2014 Lorna joined as Head of Supply Chain Management at Sainsbury's Bank.
- Lorna currently works as Director at Allanwater Solutions Limited and Non-Executive Director at Scottish Golf.

Ennis & Co were delighted to welcome Lorna as an Associate in July 2020.

Lorna's career in Financial Services has spanned more than 30 years. Starting out in retail banking and securing her MCIBS qualification, she turned her hand to Quality Assurance and continuous improvement before moving into procurement and supplier management across outsourced services, as well as various spend categories.

Lorna has a strong understanding of the UK regulations relating to procurement and supplier management in financial services as defined by the FCA and PRA requirements for Outsourcing and Third-Party Management. She has previously embraced the OCC requirements and IACCM guidance in North America, where she was the Regional Chief Procurement Officer for a FTSE100 global financial services company. With 15+ years' operating at Chief Procurement Officer level, Lorna has enhanced her well-developed approach to transforming procurement functions into value adding entities, whilst delivering strong colleague engagement results, in both private and public sector. Her last engagement was leading the teams delivering Procurement, Supplier Management and Supply Chain Risk & Assurance services for the Banking division in a FTSE100 Retail business.

Lorna is happy to shape solutions that support Senior Management/Executives develop their transformation, Governance and risk plans. She is well equipped to provide mentor and coaching solutions across all aspects of procurement including category, cost, and supplier management as well as Extended Enterprise Supply Chain Risk.

This past year has shown the true benefits of adaptability and transferable skills in unprecedented times. As a transformational leader with deep strategic expertise, we wanted to gauge Lorna's thoughts on the future challenges and opportunities of the procurement world and beyond...

On procurement...

"In a nutshell, procurement is the act of acquiring goods, services or works from an external source, often via a tendering or competitive bidding process but sometimes direct negotiations," Lorna explains. "The overall process also includes finding a solution and

which can be crucial for organisations leading up to the final purchase decision. It is the duty of the procurement team to negotiate the best deals and source the best providers that can deliver significant value to the business."

"On reflection of the past decade, the procurement profession has continued to mature with accountabilities that align key suppliers with strategic objectives on transformation, innovation, or sustainability projects, as opposed to its main purpose being 'just savings', says Lorna. "This is mainly due to the increase in expectations to accelerate change year on year. The adoption of even the most basic of agile practises can support the prioritisation of procurement's activities and provide transparency of work."

"A key challenge for financial services over the years has been driving value from contracts, outsourcing deals, and balancing the cost of control. This includes levels of risk oversight and supplier management, for example" explains Lorna. "Another obstacle to overcome is learning how to attract and retain talented individuals with the right balance of commercial acumen and soft-skills, as this continues to be a struggle within financial services."

On supply chain...

"The disruption caused by the COVID-19 pandemic on global supply chains was monumental. Many procurement teams struggled to secure products and protect supply lines with responses being predominantly reactive and uncoordinated, as the scale of this crisis left many unprepared," says Lorna. "There are true benefits of mapping your supply network, and though it can be difficult and expensive, the value definitely outweighs the cost. Through this knowledge, areas of risk and opportunity are much more easily identified, and it is easier to react and predict potential issues caused by a crisis."

"Moving forward, a supply chain risk many companies may aim to avoid is the clustering of suppliers within one region. Diversified and isolated supply chains spread the risk and allow organisations to identify and develop new sources of supply where choice is limited or existing suppliers are clustered in the same region," says Lorna. By highlighting logistical pressure points and which routes and providers will be least affected,

organisations can respond proactively instead of reactively when complications arise."

On future trends...

"I had previously expected the challenge of the talent shortage to continue in the coming decade as even more emphasis will be placed on finding and developing the value delivery leaders of the future," says Lorna. "However, in many cases there is actually more talent currently available due to the amount of companies downsizing following the impact of the coronavirus pandemic. It would be great to see more companies embracing the use of CPO coaches to support their senior talent – leadership can be a lonely place!"

"Another key change which has resulted from the pandemic and may assist in employee retention, is the prioritisation of mental health and personal wellbeing," Lorna says. "I believe this will remain ongoing across all sectors and generations and will be a focus for the future workforce with companies embracing flexibility and reshaping working patterns to suit their people."

"Looking forward, we will be dealing with the consequences of Brexit and making real progress against Sustainable Development Goals," Lorna adds. "Procurement will have the opportunity to showcase transparency and innovation through a Culture of Curiosity on how products and services are developed and delivered."

"Additionally, new connected technologies and agile approaches will support accelerated delivery of products and services. As seen in automotive, along with other sectors, many organisations are embracing digital retail and digitalising further aspects of the supply chain," Lorna says. "This push towards connected technology will only increase as we turn the corner into the coming decade."

On Ennis & Co...

"I am adaptable and am always looking to stretch myself further, for example when applying my business insight to the world of golf as Non-Executive Director at Scottish Golf," says Lorna. "I believe these transferable business skills, which have helped me to evolve corporate governance, adopt risk management techniques, and apply new technologies, will also serve me well as an Associate for Ennis & Co."