

Dr. Mark Francis

Senior Research Associate

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Secretary: Mrs Sherlie Lovell

Qualifications

BSc (Hons) Computer Studies, The Polytechnic of Wales

MBA, University of Wales

PhD, University of Wales

Membership of Professional Bodies

Member of the [Chartered Institute of Logistics and Transport](#) (CIMLT)

Member of the [Institute of Operations Management](#) (MIOM)

Work Experience

1987-1988 Graduate Programmer, Logica Financial Services Division
1988-1990 Business Systems Analyst, Worldwide Information Systems Ltd
1990-1993 Application Consultant, Target Computer Group Ltd
1993-1994 Marketing Manager, Lakewood Computer Systems Ltd
1996- Senior Research Associate, Cardiff Business School

Professional and Industry Links

Core team member on the Ernst & Young/ ACNielsen Efficient Product Introduction project (1999)

Contributor to [Food Chain Centre](#) / [Red Meat Industry Forum](#) “Cutting Costs – Adding Value in Red Meat” initiative

Member of Aerospace Wales Knowledge & Information Services (AWKIS) team

Academic Links

Editorial Board of International Journal of Procurement Management (IJPM)

Reviewer for [Supply Chain Management: An International Journal](#)

Reviewer for [International Journal of Logistics: Research and Applications](#)

Teaching

- BSc Business Administration: *Strategic Purchasing and Supply Chain Management Elective*
- Full-time/ Part-time MBA: *Purchasing, Logistics and Materials Management Elective*
- Modular MBA in Supply Chain Management (*Lean Thinking & Strategic Supply and Lean Production and Operations* modules)
- Diploma in Social Science Research Methods (*Applications of Qualitative Research* module) – guest lecturer.
- Executive Education Courses (misc.)

Research Interests

- Innovation and product development process improvement.
- Product lifecycle management (PLM) and the role of ICT within development and production (delivery) processes.
- Lean thinking and other process (flow) based management paradigms (including Efficient Consumer Response, Theory of Constraints and Agility).

Research Projects: Funding (1996-Present)

Year	Project Title and Reference	Funding	Note
1996	Supply Chain Development Programme – Year 2 (SCDP/2)		1
1997	Supply Chain Development Programme – Year 3 (SCDP/3)		1
1997	Capper & Co (SPAR)		1
1998	Tesco Lean Administration Project (LAP)	£65,000	2
1999	British Telecomm Lean Action Plan (BT1)	£10,828	2
2000	British Telecomm Lean Accounting & Performance Measurement (BT2)	£25,818	2
2002	White Rose Faraday Packaging Project (WRF)		1
2002-5	Red Meat Industry Forum: Value Chain Analysis (RMIF: VCA)	£427,000	3
2003-5	Hybu Cig Cymru: Value Chain Analysis (HCC: VCA)	£96,000	3
2003-6	Dairy Industry Forum: Value Chain Analysis (DIF: VCA)	£454,000	3
2004-5	Organic Produce: Value Chain Analysis (OP: VCA)	£122,700	3
2004-5	CUIMRC-SUCCESS Process Theme (IMRC-NPD)		2
2004-5	Asda Supplier Association NPD Project (SANPD)		2
2006	CUIMRC Writing Sabbatical: Lower Innovation Product Development in the UK FMCG Industry (CUIMRC-SAB)		2/3
2006-9	Lean University (LU)		1/2
2006-9	Precision Concept Design Model for Competitive Advantage (PREMADE)	£248,442	2/3
Total Awards as a Principal Investigator		£1,099,700	

- Notes: 1 Investigator responsible for research design and execution.
 2 Lead researcher responsible for funding award, research design, project management.
 3 PI or Joint PI. Responsible for funding award, research design, project management.

Research Projects: Participant Organisations (1996-Present)

Project Reference	Main Participant Organisations
SCDP	Tesco, Unipart, Bass Brewers, RS Components, Q8 Lubricants, ICI,

SPAR	Britvic, University of Bath, University of Glamorgan
LAP	Capper & Co (SPAR)
BT1 and BT2	Tesco
WRF	British Telecomm
RMIF: VCA	Linpac Plastics, Masterfoods (Thomas's Europe), PIRA, University of Leeds
HCC: VCA	Tesco, Asda, Sainsbury's, Whitbread (Beefeater), 3663, McDonald's, Lloyd Maunder, Procofram, Dalehead, Chitty Food Group, Red Meat Industry Forum, Food Chain Centre, MLC, NFU, DEFRA
DIF: VCA	Asda, Welsh Country Foods, Longtown and Dumfries Marts, Food Chain Centre, HCC
OP: VCA	Somerfield, SPAR, Dairy Crest, Newlands Dairy, Milk Link, MDC, Dairy UK, British Retail Consortium, NFU
IMRC-SUCCESS	Sainsbury's, Waitrose, RB Organics, Greenvale AP, Food Chain Centre, DEFRA
SANPD	The Royal Mint, ArvinMeritor, Visteon, eBecs, WDA
LU	Asda, Robert McBride Ltd, Faccenda, Geest, Greencore, Arla, Grampian
PREMADE	Cardiff University
	Bombardier Aerospace Belfast, Queen's University Belfast, Delmia Ltd (Dassault Systemes), Aerospace Wales Forum, Northern Ireland Aerospace Consortium Ltd, Wrightbus Ltd, Thales Air Defence Ltd, Golorath Affiliates Ltd, Langford Lodge Engineering Company Ltd, Project Design Engineers Ltd, Mayola Precision Engineering Ltd

Representative Publications

Francis, M. (1998). Lean information and supply chain effectiveness, *International Journal of Logistics, Research and Applications*, Vol.1, No.1, pp93-108.

Hines, P, Esain, A., Francis, M and Jones, O (2000). Managing new product introduction and new product development, In: Hines, P., Lamming, R., Jones, D., Cousins, P. and Rich, N. (Eds.), *Value Stream Management: Strategy and Excellence in the Supply Chain*, pp.401-417.

Francis, M. (2003). Understanding lower innovation product development processes in the UK fast moving consumer goods sector: A stage model, *Proceedings of the 8th International Symposium on Logistics*, Seville (2003), pp.85-91.

Francis, M. (2002). Lean performance measurement system design in the UK telecommunication sector, *Proceedings of the 7th International Symposium on Logistics*, Melbourne, pp.185-192.

Simons, D., Francis, M., Bourlakis, M. and Fearne, A. (2003). Identifying the determinants of value in the UK red meat industry, *Journal of Chain and Network Science*, Vol. 3, No. 2, pp.109-121

Francis, M. (2004). New product development and IT in food supply chain management: The case of Tesco, In: Bourlakis, M. and Weightman, P. (Eds), *Food Supply Chain Management*, Blackwell, London, pp. 153-164.

Francis, M. (2004). Application of the food value chain analysis method in the UK red meat industry, *Proceedings of the 9th International Symposium on Logistics*, Bangalore, India (July 11-14), pp.104-109.

Simons, D., Francis, M. and Jones, D. (2004). Food value chain analysis, In: Doukidis and Vrechopoulos (Eds), *Consumer Driven Electronic Transformation: Apply New Technologies to Enthuse Consumers*, Springer-Verlag, pp.1-14.

Francis, M. (2005). Two genres of new product development literature, *IMRC Working Paper Series* (WP07)

Francis, M. (2005). Product development processes and cycle time performance: the UK fast moving consumer goods industry, *IMRC Working Paper Series* (WP10).

Francis, M., Dorrington, P., Hines, P. and Found, P. (2006). Supplier led NPD process improvement in the UK FMCG industry: need and method, *Proceedings of the 11th International Symposium on Logistics*, Beijing, China (July 9-11), pp.284-290.

Hines, P., Bailey, K. and Francis, M. (2006). Contingent approaches to quality based pricing within the agrifood industry, *International Journal of Logistics: Research and Applications*, Vol.9, No.3, pp.223-236.

Hines, P., Francis, M. and Bailey, K. (2006). Quality based pricing: a catalyst for collaboration and sustainable change in the agrifood industry?, *International Journal of Logistics Management*, Vol.17, No.2, pp.240-259.

Hines, P., Francis, M. and Found, P. (2006). Towards lean product lifecycle management: A framework for new product development, *Journal of Manufacturing Technology Management*, Vol.17, No.7, pp.866-887.

Francis, M. (2006). Stage model research in the UK fast moving consumer goods industry, *International Journal of Logistics: Research and Applications* Vol. 9, No.4, pp.351-368.

Bailey, K. and Francis, M. (2007). Managing information flows for improved value chain performance, *International Journal of Production Economics*, (pending publication).

Francis, M., Simons, D. and Bourlakis, M. (2006). Value chain analysis in the UK beef foodservice sector, *Supply Chain Management: An International Journal*, (pending publication).

Francis, M. (2007). New product novelty and success rates in the UK FMCG industry, *Proceedings of the 12th International Symposium on Logistics*, Budapest, Hungary (July 8-10), pp.221-226.

Francis, M. (2007). Lean information and new product information: an FMCG case study, In: E. Mrudula (Ed.), *Lean Management: Concepts and Industry Perspectives*, ICFAI University Press, Hyderabad, pp.167-180.

Bateman, N., Francis, M. and Lethbridge, S. (2007). Visual management for an academic research centre, *Proceedings of the British Academy of Management (BAM) Conference*, Warwick Business School, University of Warwick, Coventry (September 11-13), Electronic Ref 10341.

Curran, R., Butterfield, J., Collins, R., Castagne, S., Jin, Y., Francis, M., Darlington, J. and Burke, R. (2007). Digital lean manufacture (DLM) for competitive advantage, *Proceedings of 7th AIAA Aviation Technology Integration and Operations Conference (ATIO)*, Belfast, Northern Ireland (September 18-20), Electronic Ref AIAA 2007-7868.