

NEIL CHRISTIAN

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EXECUTIVE SUMMARY

Transformation and operational-excellence leader accountable for outcomes, not milestones; 12 years combining continuous improvement and program delivery into measurable financial results across supply chain, warehousing, transport and enterprise systems. **Eight-figure quantified savings delivered across career**; full **P&L ownership of a 110,000 sqm** operation; owns a **five-year, six-initiative transformation multi-million-dollar portfolio** across APAC and a nine-figure career program portfolio. Builds the transformation capability, not just the projects: portfolio governance, initiative pipelines, ELT investment cases (NPV, IRR, cashflow against ROI thresholds), CI standards and the coaching that makes gains hold. Leads 5 direct reports and matrix teams of 20+; drove a nine-figure greenfield investment case to the global executive. Equally credible on a warehouse floor, in a systems design review and in front of a global C-suite.

CORE SKILLS

- **Transformation & Portfolio:** Portfolio and PMO governance, multi-year roadmaps, initiative pipelines, business case origination, NPV/IRR/cashflow modelling, benefits realisation, adoption measurement, operating-model and offshoring design.
- **Operations Excellence:** Lean, Kaizen, Six Sigma, value stream mapping, cycle-time and motion studies, standard work, large-group workshop facilitation.
- **Transport & Warehousing:** Transport strategy, route optimisation, fleet optimisation, WMS/TMS, network design.
- **Automation:** ASRS, AGVs, AMRs, automatic pallet movers, Goods-to-Person, sorters, conveyors, inventory robots.
- **Enterprise Systems:** Blue Yonder TMS, Transportation Modeler/TMOD, E2Open, Oracle SaaS, Manhattan Active WMS, SAP (implementation delivery and hands-on user), project44, Samsara, Ultimo.
- **AI/RPA:** Blue Yonder AI, Pallet AI, order-entry automation, invoice/reconciliation RPA, applied LLM workflows, AI business-case assessment.
- **BI & Analytics:** Power BI, Qlik Sense, Sisense, MetricsOne, Sigma; SQL; operational dashboards and KPI governance.
- **Delivery Method & Tooling:** PMP, PRINCE2, hybrid delivery (stage-gated CAPEX with sprints and managed backlog), Agile, Scrum, Kanban, SteerCo and PMO governance; Jira, MS Project, Smartsheet, ServiceNow.
- **Financial & Compliance:** NPV, IRR, ROI, sensitivity modelling, capital governance, SOX, COR, HACCP, QRMP, ISO 9001.

APPLIED AI & TECHNICAL PRACTICE

I maintain hands-on technical currency outside the program-management layer, the basis for challenging vendor claims, sizing effort credibly and designing controls that engineering teams accept.

- **Production-grade self-hosted infrastructure:** Designed and operate a multi-host virtualised estate covering containerised application deployment, reverse-proxy and TLS, PostgreSQL administration, configuration-as-code, 3-2-1 backup with tested restores, and monitored alerting, run under formal change control where every change is risk-classified, gated, verified against live state and propagated to canonical source.
- **Applied LLM and AI workflows:** Builds retrieval- and context-engineered AI workflows for document analysis, structured data extraction and decision support, with explicit ground-truth hierarchies and verification gates to control hallucination — the same evidentiary discipline applied to vendor AI claims in enterprise programs.
- **Zero-defect operating discipline:** Runs a documented failure-archaeology practice, every incident recorded as symptom, root cause, evidence and a permanent rule so faults are never re-fought. Directly transferable to UAT exit criteria, defect governance and hypercare design.
- **Data and automation:** SQL, Python and shell automation for scheduled jobs, data pipelines, reconciliation checks and operational reporting.

SELECTED ACHIEVEMENTS

- **P&L leadership:** Full P&L ownership of a **110,000 sqm** Department of Health operation for 11 months. Owned headcount, **cut operating cost by 5%** and lifted margin. Line accountability, not program delivery alone.
- **Transformation portfolio:** Owns a **five-year, multi-million pipeline of six initiatives** across APAC, originating concepts, building the ELT investment cases and sequencing delivery.
- **Transformation office ownership:** Ran the Victorian transformation office at CEVA Logistics, pipeline, governance and delivery across the state.
- **Blue Yonder regional TMS/AI:** Delivered BY TMS across Australia, Singapore and Vietnam on a **multi-million-dollar budget**; automated manual orders and delivered **six-figure annualised savings**.
- **Transport EBITDA turnaround:** Took transport strategy from white paper to execution, delivering **seven-figure annualised savings** and turning a business that had been loss-making every year from 2019 to 2024 into **profitability in 2025, a 246% swing**; 2026 tracking to **further growth**, ahead of budget and forecast.
- **Operating-model change:** Transitioned invoicing and order-entry to an offshore team, delivering **six-figure annualised savings** with service levels held.
- **Evidence-based no:** Assessed AI deployment for customer service and recommended against it, inference cost and process immaturity made a human model demonstrably cheaper. Funding redirected to initiatives with a defensible case.
- **Facilitation at scale:** Designed and ran a company-conference improvement workshop for **~200 participants from CEO down**, converting output into a prioritised initiative pipeline.
- **Claims and CI:** Reduced claims by **seven figures** through root-cause analysis, national standards and CI governance.
- **Capability building:** Trained **50+** people in Lean and Kaizen and coached them through their own improvement projects; every direct report has been promoted into a broader role.

PROFESSIONAL EXPERIENCE

Transformation & CI Program Manager (APAC) Lineage Logistics, Melbourne

Apr 2023 – Present

Internal title: National Transport Project, Systems & CI Manager

APAC transformation leadership role accountable for business-led systems, automation, transport optimisation and operating-model programs across Australia, Singapore and Vietnam. Leads 5 direct reports and matrix teams averaging 20+ across ELT, finance, technology, operations, vendors and global offshore teams, owning scope, funding, risk, adoption and benefits realisation.

Responsibilities

- Owns a **five-year, multi-million transformation portfolio of six initiatives** — originating the concepts, building the case and sequencing delivery. Following BY TMS rollout, **project44, Samsara and Ultimo are approved and pre-mobilisation**, with a pricing platform under evaluation. ELT holds the funding decision; the ideas, cases and sequencing originate here.
- Builds ELT investment cases for site acquisitions, expansions and automation using NPV, IRR, cashflow, multiples and competitor/market analysis, tested against ROI thresholds.
- Primary point of accountability to the global C-suite (CEO, COO) for technology initiatives.
- Chair SteerCos and QBRs; forces decisions to closure, breaks deadlock between competing functions and cuts decision latency.
- Measure adoption through real system usage and by identifying the workarounds people build; tracks benefits monthly against the business case to SteerCo and runs the post-implementation CI pipeline so gains hold.
- Designed the control regime for optimisation changes — baseline results, test packs, regression checks, business sign-off, deployment sequencing and benefits tracking — protecting realised savings and operational continuity across releases.
- Designed and stood up the **ServiceNow** support model for Blue Yonder, covering L1/L2/L3 triage, escalation paths and incident playbooks.
- Designed and embedded the change approach for operations transformation, driving frontline adoption rather than compliance.
- Directed WMS conversions and data/BI enablement across Sisense, Sigma and MetricsOne, including integration streams covering APIs, batch jobs and web services.

- Own project documentation, risk registers and compliance controls; maintains SOX and regulatory compliance. Directed national Chain of Responsibility process updates and training.

Achievements

- Delivered **Blue Yonder TMS** across Australia, Singapore and Vietnam with end-to-end accountability for roadmap, design, build, testing, integration, deployment and benefits tracking; managed a **multi-million-dollar program budget** and owns the Australian savings pipeline.
- Implemented **Blue Yonder AI** to automate manual orders across three countries; delivered **six-figure annualised cost reduction** and faster order cycle times.
- Implemented **Pallet AI** and RPA across manual order processing, order-to-cash and admin workflows, invoice handling and reconciliation; delivered **six-figure annualised savings** and reduced rework.
- Drove transport optimisation and operating-strategy initiatives delivering **seven-figure annualised savings**; transport EBITDA moved from consistent annual losses (2019–2024) to **profit in 2025 — a 246% turnaround** — with 2026 tracking to **further growth**, ahead of budget and forecast.
- Transitioned invoicing and order-entry offshore to the Philippines (June 2026), delivering **six-figure annualised savings** while holding service levels.
- Assessed AI for customer service and recommended **against** deployment — inference cost and process immaturity made a human-run model cheaper; prevented a low-return spend and redirected funding.
- Designed and facilitated a company-conference improvement workshop for **~200 participants from CEO down**, translating the output into a prioritised initiative pipeline.
- Delivered digital transformation initiatives generating **eight-figure annual cost savings**.
- Reduced claims by **seven figures** through CI pipeline governance, standardised processes and data-driven root-cause action.
- Built ELT investment cases for acquisitions, expansions and automation; drove a **nine-figure greenfield warehouse investment case to the global executive** and influenced approval of further nine-figure strategic investments.

Senior Project Manager → Site Manager

DHL, Melbourne

Nov 2021 – Apr 2023

Senior Project Manager (Nov 2021 – Jun 2022): program leadership across large-scale logistics, health-sector, automation, systems and operating-model programs, managing a portfolio valued at **eight figures** in a single year.

Site Manager, Department of Health (Jun 2022 – Apr 2023): full P&L ownership of a **110,000 sqm** operation.

Responsibilities

- **Site Manager, Department of Health (Jun 2022 – Apr 2023):** full P&L accountability across a 110,000 sqm site — owned headcount, **cut operating cost by 5%** and lifted margin.
- Led matrixed delivery teams of up to 20 across internal functions, vendors and third parties.
- Developed business cases, charters, PSRs and SteerCo packs; executed business cases with NOI/ROI analysis.
- Owned schedules, budgets, risks, dependencies, training and onboarding end to end.
- Led due diligence and risk assessment for major capital and technology investments.
- Chaired weekly delivery cadences and steering committees; led contract negotiations and RFP evaluations.
- Managed end-to-end delivery of large-scale client programs with contract values of **up to eight figures**; sustained **98% client satisfaction**.
- Implemented project controls across contract, claims, risk and change management; established procedures ensuring 100% compliance with organisational policies and regulatory requirements.

Achievements

- Delivered automation projects valued **in the multi-millions**, including sorters, high-speed conveyors, inventory robots, Geek+ Goods-to-Person and AMRs.
- Delivered **E2Open TMS** across **15 APAC sites** with a **multi-million** program budget.
- Migrated **5 sites** to Manhattan Active WMS and transitioned Reckitt Benckiser to **SAP**.
- Led an **Oracle SaaS** program across ANZ covering **25 customers, 18 sites** and a **multi-million** budget.
- Delivered two brownfield fit-outs (**LEGO, Adairs**) and three greenfield sites (**eight-figure builds**), covering planning approvals, building services, construction, IT/security fit-out and commissioning.

- Achieved **15% cost reduction** through automated ordering and replenishment using Kanban controls.
- Developed direct reports into broader careers — progressions into program management and commercial pricing roles.

Operations Excellence Manager (Projects & CI) CEVA Logistics, Melbourne **Jul 2018 – Oct 2021**
 CEVA Logistics (CMA CGM Group) — global 3PL providing air, ocean and contract logistics across 170+ countries.

Responsibilities

- **Owned the Victorian transformation office** — initiative pipeline, governance, prioritisation and delivery across the state.
- Built and led a team of **7** across **13 warehouses**; ran projects from **six to eight figures**.
- Delivered national **Lean and Kaizen training**, personally training **50+** people and coaching them through their own improvement projects; embedded standard CI routines across **13 warehouses**.
- Ran **cycle-time studies, motion studies and process observations** across warehouse and transport operations; converted findings into labour, layout, route and process optimisation actions.
- Delivered automation and materials-handling solutions including **AGVs, automatic pallet movers, ASRS interfaces** and warehouse flow improvements to lift safety, throughput and labour productivity.
- Implemented **Bridgestone, Marlin Brands, British American Tobacco, Hermès, Kärcher, Lendlease and Mitsubishi Electric** into CEVA operations across warehouse, transport, systems and automation workstreams.

Achievements

- Delivered high-value Kaizens across warehouse and transport, contributing to **multi-million savings in FY2019** and **further multi-million savings in FY2020** through network, warehouse and transport optimisation.
- Program-managed national transport transformation covering fleet and route optimisation; delivered **seven-figure savings**.
- Implemented technology solutions delivering **seven-figure annual business efficiencies**
- Implemented a national complaints resolution process in **Smartsheet**; cut NCR closure time from **5 days to 2 days**.
- Delivered DAIFUKU ASRS implementation for Uniqlo (**eight-figure program**) and three brownfield projects (**20K–30K sqm**).
- Program-managed NBN integration to CEVA (**six-figure**); led cross-functional delivery teams of **40+** across internal, vendor and third-party partners.
- Recipient of the **CEVA Logistics Innovation Award, 2019**.
- Developed direct reports into broader careers — progressions into IT and an Operations Manager role.

Project & Continuous Improvement Engineer Visy, Melbourne **Jan 2016 – Jun 2018**

Achievements

- Delivered technology and CAPEX projects from initiation to deployment for initiatives up to **seven figures**; managed production-line CAPEX from concept to handover totalling **seven figures**.
- Delivered **six figures** in no-cost/low-cost savings and **six-figure savings** through Kaizen and Lean improvements in warehouse and transport.
- Reduced sorter reject rate from **11% to 6%** by standardising infeed best practice; cut recirculation rate from **17% to 12%** through a 2D barcode project.
- Improved the billing template to capture contract scope creep, saving **five figures**.
- Implemented 5S, site KPIs and visual management across departments; project-managed Lighthouse QMS implementation. Daily **SAP** user across production and supply chain processes.
- Completed FSC2200, ISO 9001, manufacturing standards and customer audits.

Project Engineer Kraft Heinz, Melbourne **Dec 2014 – Jan 2016**

Achievements

- Project-managed a new 375g can line from inception to commissioning with a **six-figure** budget, and inline check weighers with a **five-figure** budget.
- Improved main-line efficiency from **33.5% to 74%** through TPM and preventative-maintenance routines.
- Audited suppliers against HACCP, QRMP; implemented QA adherence monitoring and ISO 9001 processes.

EDUCATION & CERTIFICATIONS

- M.EM (Management), RMIT, 2014
- B.Eng. (Mechanical), Monash University, 2012
- Project Management Professional (PMP), 2024

- Member, Engineers Australia, Professional, 2018
- Six Sigma, Green & Yellow Belt, 2015
- Visy Future Leaders Development Program, 2017

References on request