

Value Chain Analysis -VCA Strategy Manager

Location: Bracknell, with blended working	Profession: Commercial Management
Reports to: Value Chain Analysis - Programme Lead	
People Management: No Assignment Management: No	
Job description (critical purpose) To lead complex Value Chain Analysis (VCA) projects at pace across Waitrose Commercial in order to deliver significant and sustainable cost of goods sold (COGS) benefits and drive long term bottom line performance through changes to our sourcing strategy. You will look end-to-end across the value chain by leveraging and developing existing expertise, frameworks and toolkits within the business to deliver sourcing strategy recommendations aimed at reducing costs. You will lead the development of Waitrose's sourcing strategy in the most high profile and complex categories. You will have the primary ownership across all elements of a VCA project including scoping, planning, analysis, supplier engagement, internal cross-functional engagement and presentation of findings and recommendations on sourcing strategy to senior managers and the commercial leadership team. Working alongside Trading Managers and Heads of CPG, you will manage tenders, and negotiate and develop complex buying models / long term agreements with Waitrose's biggest suppliers. You will also be expected to provide support and challenge to the rest of the VCA team, and help drive strategic sourcing change across the whole VCA project portfolio. You will work closely with Heads of CPG, Buying Managers, Buyers and lead wider cross-functional teams including Technical, Product, Agriculture, Supply Chain and Merchandising to deliver ambitious cost saving targets through comprehensive end-to-end analysis of value chains, identifying opportunities and risks in order to recommend the optimal sourcing strategy (eg. with regard to raw material costs, commodity prices, packaging costs, distribution costs, supply chain processes, currency rates and labour rates, among others). Through building close relationships with the CPGs and wider cross-functional teams in Waitrose, you will identify and assess potential VCA opportunities, and use the experience and industry knowledge gained through your work to enhance Waitrose's VCA capabilities and champion end-to-end thinking across the business. Through your Profession you will have the opportunity to develop and stretch personally and professionally to achieve your potential. The Partnership supports agile and flexible working practices, such as when, where and how we work. We have several different ways to work flexibly, including part-time, flexible or compressed hours, and job sharing. Head office areas also support a blended working approach. We celebrate diversity and inclusion in the John Lewis Partnership and we are committed to becoming the UK's most inclusive business, reflecting and connecting with the diverse communities that we serve.	

Primary Outcomes & Accountabilities Value Chain Analysis You will work with Category Trading & cross-functional teams, leading ambitious and highly complex value chain analysis projects, reducing	Measures of success - Core margin £ for categories you support - Core margin % for categories you support - Incremental profit delivery for
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cost in a way that is consistent with Waitrose overall strategic, financial and ethics & sustainability objectives - You will help develop existing frameworks and toolkits to embed a VCA approach in the wider business. The scope of this analysis, reporting and support will cover for example: - cost modelling/value chain mapping - evaluation of sourcing routes - commodities, exchange rate, labour rate costings - impact/trend analysis - analysis of supplier profitability - You will identify and assess potential opportunities for future VCA projects Policy & Compliance - Strong knowledge of Competition Law and GSCoP Leadership - To role model the Partnership Values when dealing with all stakeholders - Be an ambassador for fairness and consistency in how we do business with suppliers - Be an ambassador for end-to-end thinking across Waitrose Commercial, upskilling the Waitrose Commercial teams through training and coaching	overall Commercial - Advantage report feedback on how we do business with suppliers - Breadth and effectiveness of VCA tools and techniques created
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Skills	
Stakeholder management	Significant relationships with Head of CPG, Buying Managers and Buyers, Technical Managers, Product Developers and Merchandising Managers. You are able to gain buy-in for strategic changes from stakeholders with conflicting priorities, anticipating potential challenges stakeholders may bring and putting plans in place to achieve collaboration.
Emotional Intelligence	Build collaborative relationships through self awareness and empathy with others

Influencing & negotiation	Work collaboratively to achieve the optimum outcomes. Resolves professional differences along the way through active listening and appropriate assertive communication. Prepared to adapt communication style to each situation
Data analysis	Ability to objectively analyse complex data and quickly arrive at recommendations to inform decisions. Ability to synthesise data of varying levels of quality from different sources, to provide maximum level of confidence in conclusions in the face of ambiguity.
Business Strategy	Ability to take long term strategic E2E approach, whilst balancing short term delivery. Cuts through any issues in order to reach the defined goal and ensures continued alignment to current business objectives.

The six Assessment Criteria for Resourcing most relevant to this role are:

- Customer & Performance Focus
- Empowered Partner
- Planning & Delivering Excellence
- Collaborating & Supporting
- Applying Insight & Analytics
- Communicating & Influencing

Qualifications & Experience

Essential

- Strong relationship building and influencing skills, at all levels of the business
- Experience of situations which require a high degree of initiative and problem solving capabilities
- Comfort with high levels of ambiguity and autonomy
- Excellent communication and presentation skills, with the ability to tell compelling stories utilising a robust fact base and explain complex analysis to non-technical audiences
- Exceptional analytical capability, with a track record of independently developing complex financial/data models that have driven strategic/commercial change
- Exceptional financial and commercial acumen
- Strong qualitative and quantitative research skills
- Advanced Excel/Powerpoint skills

Desirable

- Value chain management experience in food retail or food manufacturing / supply - particularly in fresh value chains
- Commercial negotiation experience
- Project management experience

Version	Created/updated by	Date
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1.0	RichardWilliamson	19/11/21
2.0	RichardWilliamson	16/12/21
3.0	Jen Moscardini	11/03/2026