Roger Little

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LinkedIn

Skills

- Commercial Business Strategies
- Restructuring & Rationalisation
- Budgetary & Full P&L Ownership
- Sales & Business Development
- Continuous Improvement Projects
- Lean Manufacturing Operations
- Strategic Partnerships & Deals
- Cost Control & Operational Efficiency
- Distribution, Export & Logistics
- Global Supply Chain Management
- Revenue & Profitability Increase
- Compliance & H&S Procedures
- Commercial Contract Negotiation
- Performance Improvement, KPIs
- Executive Leadership & Vision
- Business Turnaround & Growth
- Building Highly-Effective Teams
- Talent Development & Retention

Interests

- Mountain biking
- Sports (Watching)
- Wildlife

Summary

Commercially astute senior executive with 42 years' business experience, combining P&L accountability, business development and operational leadership across manufacturing, distribution, supply chain and international markets. Proven track record in growing export sales, developing strategic partnerships and improving profitability through disciplined financial management and operational efficiency. Experienced in leading multi-site businesses, strengthening sourcing, procurement and logistics, and developing management teams with clear accountability for results. Brings a hands-on, entrepreneurial approach, sound judgement and the confidence to challenge performance and deliver meaningful improvements. Open to Managing Director, Operations Director and senior Supply Chain leadership roles, including permanent positions, fractional appointments and interim assignments. Ideally seeking opportunities within 50 miles of Burnley, with flexibility to relocate for the right opportunity.

Work Experience

General Manager,
Sharps Furniture Group – Fittingly / Bedrooms Direct, Bilston, United Kingdom

07/2026 – 09/2026

- Appointed to lead the transformation and significant growth of Fittingly, a bespoke fitted-furniture business acquired by Sharps in 2023, with full accountability for operations and P&L performance.
- The Group strategically decided to close Fittingly due to its historic and continuing financial losses; the short tenure arose solely from this change in corporate direction.
- Spearheaded the controlled wind-down, including customer remedials reduced from +/- 500 to +- 140 within 8 weeks, redundancies, order-book completion, asset transfer, and guarantee planning, while supporting the launch of Bedrooms Direct as a new Sharps division.
- Departed the Group on excellent terms; testimonials regarding my appointment, contribution, and departure are available from the HR Director and Chief Operating Officer.

Operations Director, Saxon Furniture Limited, Bolton, United Kingdom

01/2024 – 06/2026

- Expanded remit from Production Director to encompass HR, finance, governance, and joint responsibility for business strategy and performance.
- Reduced stockholding from £1.2 million to £650,000, a reduction of £550,000 (46%), without disrupting production, customer service, or daily business operations.
- Strengthened cash management following the implementation of the Employee Ownership Trust, introducing greater discipline over cash flow, working capital, expenditure, and forward financial planning.
- Improved overall factory efficiency through refined production planning, clearer performance metrics, Lean working practices, and closer coordination across manufacturing, procurement, logistics, and sales.
- Held full financial and governance oversight, including GDPR, covering budgets, cost control, capital expenditure, banking, annual account production, audit coordination, statutory filings, and Company Secretary duties.

Production Director, Saxon Furniture Limited, Bolton, United Kingdom

04/2022 – 12/2023

- Directed manufacturing, logistics, procurement, product development, and continuous improvement functions.
- Implemented Lean manufacturing principles and restructured the factory layout to enhance workflow, productivity, capacity, and operational control.
- Fortified material planning, supplier performance, and purchasing controls, establishing the groundwork for subsequent stock reduction. Maintained stringent quality controls, ensuring consistent standards across all products.
- Managed the operational P&L, holding responsibility for budgeting, forecasting, and implementing cost-control measures.
- Monitored cash flow requirements for production activities and supported investment cases for operational enhancements.
- Assisted in audit preparation and compliance processes to uphold transparency and accountability.
- Championed customer service initiatives, sustaining a 4.9 Trustpilot rating.
- Developed and instituted new control and measurement systems to embed process discipline.
- Oversaw group HR, health & safety, policies, and employee wellbeing programmes.

Group Supply Chain Manager,

Bravo Brands (Pty) Ltd., South Africa, Johannesburg, South Africa

10/2020 – 12/2021

- Assumed full responsibility for business leadership, taking autonomous ownership and oversight of end-to-end supply chain and logistics functions, including inbound and outbound shipments for Bravo.
- Defined and implemented robust supply chain structures, supported by the adoption of 'fit for purpose' policies.
- Managed procurement operations to facilitate the achievement of the lowest prices through consolidated volumes, while ensuring adherence to industry best practices.
- Negotiated local and foreign supplier agreements.
- Controlled the insurance portfolio for the vehicle fleet and authorised all capital purchases of new vehicles for the fleet.
- Ensured regulatory compliance of the fleet across multiple business units.
- Headed an annual logistics budget of R250m, alongside a procurement budget of R1bn.
- Successfully engaged with a 4PL logistics provider to manage outbound logistics operations for the Lounge division, achieving business benefits and savings of approximately 9% and 10% of variable logistics costs.
- Supported prominent brands including Sealy Posturepedic, King Koil, Slumberland, and the La-Z-boy sofa brand.
- Achieved a reduction in raw material procurement expenditure of up to 3%, contributing positively to profits.
- Implemented the Group Fleet Policy and Procedure Manual for a fleet comprising approximately 300 vehicles.
- Consistently enabled the achievement of production targets despite restrictions imposed by Covid-19.
- Significantly enhanced the corporate BBBEE rating from level 7 to 4 within a nine-month period.
- Instituted a new purchasing structure with a detailed on-boarding procedure for over 1,500 suppliers.

Group Operations Executive,

Bravo Group Manufacturing (Pty) Ltd, Africa, Johannesburg

12/2011 – 09/2020

- Exercised comprehensive business leadership, taking ownership for group operations and collaborating with the senior leadership team to define and execute strategic goals.
- Devised long-term plans to achieve strategic objectives.
- Oversaw the entire Africa division's fiscal operations and capital budgets, as well as expenditure levels.
- Monitored operational performance across the business, including teams, service providers, and KPI metrics.

- Conducted an in-depth review of existing policies and procedures to identify issues, adopting agile solutions to drive improvements.
- Ensured the continued and consistent compliance with all regulatory standards.
- Established strategic partnerships with major industry agencies and stakeholders, fulfilling business obligations with legal, statutory, and OHS regulations.
- Achieved significant success by spearheading new ventures and opportunities across Africa, including negotiating joint ventures (JVs) in Angola and Nigeria.
- Established the first retail outlet in Tanzania.
- Held full oversight for bottom-line performance, finance, HR, legal, manufacturing, sales, and supply chains.
- Played an instrumental role in increasing export sales from R120M to R360M between 2011 and 2020.
- Generated over R5m in savings on logistics costs through the establishment of Namibian and Zimbabwean branches.
- Secured foreign investment approval from the South African Reserve Bank for all key completed projects.

Managing Executive,
Bravo Group Manufacturing (Pty) Ltd – Lounge Logistics Division, South Africa,
Durban, South Africa

06/2009 – 11/2011

- Directed all aspects of business leadership, spearheading end-to-end logistical operations for the lounge division across three facilities in South Africa.
- Reported directly to senior leadership teams.
- Ensured the successful distribution of 600-700 lounge suites daily to a network of furniture retailers across 3,000 distributed delivery sites.
- Monitored fleet utilisation and managed all associated costs.
- Supervised the sub-contractor fleet and effectively coordinated group vehicle workshops in Johannesburg.
- Assumed additional responsibility for managing logistics for the group's case goods manufacturing plant from FY 2010 onwards.
- Oversaw and managed a fleet of approximately 50 specialised furniture interlink trailers and truck tractors.
- Expanded the truck fleet by an additional 14 truck tractors and specialised interlink trailers in 2012.
- Achieved the financial turnaround of the specialised freight division within 18 months.
- Minimised accidents through the implementation of a fleet policy and the introduction of robust controls.

Logistics Executive,
Bravo Brands (Pty) Ltd., Gommagomma Furniture Division, South Africa,
Durban, South Africa

01/2007 – 05/2009

- Provided business leadership, operations, and logistics management, coordinating all logistical schedules and warehousing for the business.
- Drove for long-term operational excellence.
- Collaborated with transportation suppliers to effectively negotiate routing and optimal delivery rates.
- Oversaw the fulfilment of customer orders and ensured strict quality assurance standards.
- Evaluated performance data across the supply chain, delivering valuable insights to the executive team.
- Championed the product outsourcing program, realising business cost savings and supporting growth.
- Scaled-up the outsourcing program from 100 to over 300 lounge suites daily, while maintaining quality.
- Introduced warehousing controls, training workshops, and logistics initiatives to enhance performance.
- Achieved significant improvement in on-time, in-full deliveries to customers, rising from 75% to over 95%.

- Delivered a major reduction in transport damage returns, decreasing from over 10% to less than 3%.
- Reduced logistics variable costs from 15% to 11%, based on a constant average selling unit price.

Chief Executive Officer,

Steinhoff Zimbabwe (Pty) Ltd., (Bravo Brands), Harare, Zimbabwe

06/2004 – 12/2006

- Managed all aspects of P&L business leadership, taking full ownership for day-to-day management across five operating companies in four key locations.
- Reported directly to the Board of Directors.
- Defined and executed 'fit for purpose' business strategies, aligned with long-term corporate goals.
- Served as the key liaison between principal partners and other stakeholders, reporting on performance.
- Led, managed, and motivated a multi-functional team of up to 1,000 staff, including mentoring.
- Monitored financial elements, annual budgets, expenditure, cost controls, SLAs, KPI metrics, and profitability.
- Spearheaded the development of innovative sales and marketing initiatives, driving new business growth.
- Steered the company through an extended period of hyperinflation, prioritising activities to ensure continued operational sustainability and maintain robust financial integrity.
- Consistently improved compliance with Health & Safety and legislative regulations.
- Established a new joint venture with local partners, building new business revenues and opportunities.
- Developed an export processing zone, resulting in an increase of export production to 175 suites daily.
- Successfully increased brand awareness and market share within the furniture retail market in Zimbabwe.

Managing Director, Vitafoam CA (Pty) Ltd, Bulawayo, Zimbabwe

07/2001 – 06/2004

Operations Director, Vitafoam CA (Pty) Ltd, Bulawayo, Zimbabwe

06/1998 – 05/2001

Logistics Director, Vitafoam CA (Pty) Ltd, Bulawayo, Zimbabwe

03/1994 – 06/1998

Various, Family Business, Bulawayo, Zimbabwe

03/1985 – 02/1994

Education

Falcon College, Zimbabwe,

Secondary Education, including ‘O’-Levels, Bulawayo, Zimbabwe

01/1979 – 10/1984

Testimonials

Having worked closely with Roger for over four years, through some of the most challenging trading conditions I've experienced, I can speak first-hand about the value he brings to a business. His commercial judgement, operational experience and work ethic are exceptional. What sets Roger apart is his willingness to take ownership, make difficult decisions and see things through. He's not someone who simply advises on what needs doing; he rolls up his sleeves and makes things happen. Roger's contribution to our business has been invaluable, and he continues to support Saxon as a consultant, Non-Executive Director and Company Secretary. I wouldn't hesitate to recommend him to any business looking for experienced, practical and commercially minded leadership.

Matt Deighton
Managing Director, Saxon Furniture Ltd

SAXON FURNITURE EST. 1982

Roger little was recruited by my company to the role of Production Director in Apri 2022. In Jan 2024 Roger took on the role of Operations Director. It became evident quite early on that his abilities went beyond a straight production role, and he took on a general company reorganisational function with particular emphasis on financial detail. He left on good terms in June 2026 having instigated huge benefit to the company with the introduction of detailed financial systems and general efficiencies. He continues to serve as a non-executive director and as company secretary for the business. I would offer my unconditional recommendation of his services.

Robert Jolly
Chairman, Saxon Furniture Ltd

SAXON FURNITURE EST. 1982

I worked with Roger Little from 2005 to 2020, when I retired as CEO of Bravo Brands, and in those fifteen years he proved to be one of the most capable and commercially astute operational leaders I have come across. Whether taking ownership of a full P&L, rebuilding a supply chain or introducing Lean principles on the factory floor, Roger combines strategic vision with a very practical, hands-on approach. Roger has a proven record of delivering measurable results. He grew export sales across Africa significantly, set up new branches and joint ventures in the region, and consistently improved efficiency, compliance and customer service. He builds trusted relationships with boards, suppliers and partners, and he inspires and develops high-performing teams, setting clear KPIs and creating an environment where people take ownership. He is articulate, pragmatic and dependable, and he is just as comfortable leading at boardroom level as he is working alongside his teams. I would recommend Roger without hesitation to any organisation looking for a leader who can drive sustainable growth and operational excellence.

Greg Boulle
Former CEO, Bravo Brands

Bravo brands