**Profile**

13 years at head/director-level delivering significant technology and people oriented change and reliable operational services, built upon an early-career foundation spanning most areas of IT. This provides a great balance of business focus, senior/board level and client engagement skills mixed with a solid understanding to shape technical solutions to fulfil business aspirations, lead specialist personnel and work effectively with 3rd parties to deliver robust systems.

A passion and demonstrable successes in digital services; process orchestration (case management); CRM (including omni-channel customer engagement); and departmental, systems & business transformation, in regulated sectors such as financial (insurance), public services and manufacturing.

A strong technical understanding across all components of IT and related disciplines (e.g. data, security, regulation) and experienced using a number of delivery models, including running and consuming outsourced operational services.

Awareness and experience in considering and dealing with the cultural aspects of IT change and operational delivery, including Agile, Business Change relationships and interactions around the Dev/Ops boundary.

Experienced in speaking at various industry conferences and networking groups, initiated the “peer discussion” groups at the IT Director’s Forum and presented in May 2016 on ‘team transformation’.

**Skills & Experience**

* **Defined and delivered digital/technology strategies** including eCommerce, 360˚ customer insight, omni-channel services, CRM, contact centres, business process management/digital fulfilment, mobile solutions
* **Mobilised and delivered business change programmes** implementing appropriate governance (waterfall, iterative, agile), building change capability and delivering the underlying application technology.
* **Team transformation:** departmental build; re-orientation and restructure (Target Operating Models) including offshoring; coaching and developmental strategies to build capability, transforming engagement and performance.
* **Commercially-aware:** strong track record in technology selection, procurement and diligence; contract definition / negotiation and vendor management; delivery models incl. in-source, out-source, offshore, matrix; SLA driven service
* **Strong Underpinning of technical and operational knowledge:** business systems including office365, CRM, ERP, contact centre, specialist back-office systems (workflow/case management), web/mobile/eCommerce, technical elements concerning data, architecture, infrastructure/hosting/cloud, security, system performance, service management and operational delivery

**Interim Head of Business Systems for Victrex plc, 3 months extended to 6 April 2016 – September 2016**

*Highly profitable global, innovative FTSE250 manufacturer for high-end applications including medical devices and aerospace, turning over £260m*

Business system ownership and global provision, programme and portfolio management, consultancy advice and guidance to the IT Director; working with the directors and business leads to develop a longer-term plan and ensure the smooth transition of a new ERP system into the team’s ownership.

Accountable for the delivery of projects involving new HR and Learning systems, innovative marketing solutions, office365, key manufacturing systems and for the day-to-day reliable provision of the business’ software platforms and their operational services globally.

Development and management of supplier relationships, particularly around the implementation of the new ERP and initiation, mobilisation and delivery of the Office365 initiative and ongoing development of solutions such as MS CRM.

**Key achievements & outcomes**

* Developed the IT strategy, the programme and budget requirements, introduced better architectural ownership and mobilised day-one cloud-based global collaboration solutions.
* Took first steps towards a bi-modal delivery model through a more collaborative agile approach involving Office365
* Led the departmental preparation and operational take on of Dynamics AX ERP system. Integrated dynamics AX into the application estate, delivering BI reporting and reviewing/reworking security.
* Improved processes around the DevOps boundary including testing, change, release and environment management to improve reliability and frequency of releases
* Implementing a PMO and introducing proper demand/resource management, improving the approach to risk, implementing a balanced-scorecard for operational and strategic reporting and ensuring priority alignment through a structured business decision process.

**IT Portfolio and Delivery Manager for Allianz Insurance plc April 2015 – March 2016**

*Turnover £1bn, team of 60 staff on and off shore plus internal and external third parties including Allianz-owned infrastructure ‘outsource’*

Working with the directors, specialist delivery teams, enterprise architecture design authority and a direct team of around 60 (on and off-shore) delivering a £20m portfolio including the expansion of Allianz eCommerce product set, digital innovation and regulatory change. Ensured that local and central delivery and priorities are aligned with business need. Responsible for the reliable day-to-day provision of systems through various matrix and outsourcing arrangements.

**Key achievements & outcomes**

* Responsible for delivery of a £20m portfolio of work including new product development, regulatory change and innovative digital solutions such as the ability to submit video and photo claims evidence and mobile working for insurance inspectors (enabling 10% efficiency savings, more responsive service covering a greater number of clients)
* Enabled (and accelerated) the continued delivery during periods of vacancy through interim management of a range of specialisms: delivery, PMO, analysis and architectural
* Reviewed the business demand and delivery capability of the IT team, proposing 3 alternative target operating models (TOM), re-drew the management responsibilities and recruited the new senior leadership team
* Built a new PMO function, with priority focus on resource and demand management, budget management, risk management, reporting and engagement with the Allianz business PMO
* Audited and negotiated/updated all vendor contracts to ensure compliance with ICOFR standards
* Transformed team morale gaining a 36% increase in engagement, 25% in performance enablement and increase customer satisfaction from low-80%s to mid-90%s by building a structured and sustainable improvement culture. This included the strengthening of architectural, project and analysis practices and the introduction of agile elements.

**Head of IT leading digital transformation programme for Premierline Limited June 2013 – March 2015**

As the member of the management team, I was bought in when Allianz were deciding whether to sell or invest in the company. I defined the IT strategy, providing costed options for the investment decision process, then executed the IT transformation programme for a new marketing-led proposition and end-to-end fulfilment of the services and products, including campaign-fuelled eCommerce, contract centres (and seamless transition/integration between the two).

This was a post-acquisition situation and the ensuing programme involved the migration of insurance products and associated data, systems integration with Allianz Insurance plc and the integration of the team (and associated delivery processes) to the standards within the central Allianz IT team.

Responsible for all elements of IT through a blend of direct, matrix and 3rd party delivery, with line management of project delivery, business analysis, architecture, development, test and application support.

**Key achievements & outcomes**

* Successful delivery of the IT elements of a complex “Allianz UK Major Change Programme” involving over a dozen systems and legacy system (and data) migration against very tight timescales (12 months from launch to live)
* Greenfield development of innovative omni-channel CRM and eCommerce solution including real-time customer tracking, insight and pricing, providing a single-customer view to contact centre and marketing operations, campaign/pricing automation and real-time outbound customer contact.
* Redefined the on/offshore working model and restructured the IT team, delivering cost savings of 20% per annum
* Improved the efficiency and effectiveness of delivery through working more closely with the wider Allianz group and through alignment with Allianz’s highly mature development and delivery standards
* Maintained team focus and morale in a pressured time with challenging timescales, high workloads and redundancies

**IT Director for Accent Group – Business, systems and departmental transformation May 2007 – June 2013**

*Turnover £100m, multiple companies, 90 offices across the UK, 700+ staff, 35 reports*

Following a period of acquisition, led the “digital spine” strategy, defining and delivering a programme of technology and business change, implementing state-of-the-art infrastructure and sector-leading, enterprise-wide systems.

Responsible and accountable for all elements of IT and the operation, budgets, security and use through the organisation. **Key achievements & outcomes include:**

* Delivered the post-merger, first-in-sector, unification and automation of business process using enterprise-wise workflow, consistent BI and enabled Accent to be leaner, more agile and prepared for consolidation of the organisation structure. Teams comprised of local, remote and ‘field based’ staff across an organisation with 90 offices.
* Delivered more-for-less with 20% savings in technology costs, system rationalisation, vastly improved capability, delivery processes/standard and business savings in excess of £1m per annum
* Huge increase in organisational maturity and reliable delivery:
	+ Built project delivery team from scratch, introducing best practice for project management and business analysis.
	+ Built business change capability to ensure the successful achievement of business benefits.
	+ Introduced and embedded the team structures, responsibilities, systems and methods for best practice IT service delivery (based around ITIL)
* Instrumental in developing mobile working capability through a consortium of key supplier’s customers, accelerating development and improving the supplier’s standing in the marketplace.
* Other programmes included:
	+ Finance ERP implementation with processes such as procure-to-pay enabling a modernisation of the finance function, with savings >£200k p.a. and vastly improved reporting, better financial transparency for VfM strategy.
	+ HR transformation, including the migration of operation processes from HR to business managers, introduction of a workflow-based system resulting in operational efficiencies and savings within HR of c£200k p.a.
	+ Infrastructure merger and refresh with a move to a fully virtualised environment contributing towards a reduction of 20% in IT run cost (£1m p.a.) and improved disaster recovery provision.
	+ Wide Area Network consolidation and refresh
	+ Consolidation of the IT services and operational delivery post-merger

**Earlier Career**

* Head of IS and Business Transformation, modernising local government delivery and systems 2003 – 2007
* Service Delivery Manager, transforming customer satisfaction at ioko for Diageo, EMI, IMS Health, etc. 2001 – 2003
* Project manager for Nestlé (ERP and Process Control) 1997 – 2001
* Sales Engineer, promoted to Sales Manager for Instrumentation Systems & Services 1995 –1997
* Sales Engineer for Spectra-Tek (Oil and Gas) 1993 –1996
* University Scholarship then Software Engineer for Hunting Engineering 1989 –1993

**Qualifications**

|  |  |
| --- | --- |
| * Managing Successful Programmes (Practitioner)
 | * PRINCE2 Project Manager (Practitioner)
 |
| * ILM Level 5 in Coaching and Mentoring.
 | * ITIL Best Practice Service Delivery (Foundation)
 |
| * OGC Future Leadership programme (MBA level)
 | * BSc Hons Applied Science - University of Cranfield
 |

**Interests outside of work**

|  |  |
| --- | --- |
| * House renovation
 | * Photography
 |
| * Cross country running and cycling
 | * Outdoor adventure with the kids
 |