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OBJECTIVE : Further challenges

Further challenges in organisations where my experience of operating at the highest levels together with my strengths in business development and people and programme management allied to my broad experience and my proven capabilities would enable me to deliver significant stakeholder benefit.

PROFILE

Initially a business background followed by over 15 years experience of senior and board level management including large IT functions, management consultancy, business development and sales roles. A strong record of:

- **Building strong, productive relationships with clients.**
- **Selling successfully.**
- **Developing propositions and new value-added offerings.**
- **Designing and implementing change programmes that resulted in huge efficiency increases.**
- **Managing and delivering programmes on time and to budget.**
- **Consulting at strategic level; advising on the IT implications of mergers and acquisitions**
- **Managing and improving operational units.**
- **Delivering major benefit by bringing business unit heads and IT leaders together for a common purpose.**

SELECTED ACHIEVEMENTS

Developing and Implementing New Propositions

Joined e-shelter in 2006 as CEO of the UK subsidiary reporting to the founder in Germany. My brief was to launch the company into the UK. Ran a site selection programme reviewing over 100 sites and selected the best. Negotiated the conditional purchase of the chosen site, including two rounds of price reduction. Applied for, negotiated and obtained planning consent for an 800,000 sq ft development. Worked with network providers and power companies to identify the best approach for connectivity and power. Negotiated 100MW of power on a staged basis. Because the basis for financing the development of the business in the UK was changed by the global recession, it was necessary to seek equity funding. Reviewed and identified suitable partners, and negotiated an injection of close to £50 million by a data centre fund. Purchased the site, recruited the sales and construction teams and commenced building the operational procedures. Built a good sales pipeline.

Business Development and Sales

Joined Telehouse Europe in 2003. In 2004 was promoted to Sales and Marketing Director (board level). A marketing strategy of moving to value added products had failed. I refocused the sales and marketing effort, reworked the strategy and delivered increased revenues above target in 2004 and 2005. For 2006 achieved £3million above target revenue and significantly exceeded profit forecasts.

Whilst at CSC, established a new relationship with BACS Ltd (the UK automated clearing house for payments), identified small projects and delivered. Convinced the CEO of the need for a complete re-engineering of the business, resulting in six figure revenues for CSC followed by multi £M four year project.

Delivered monthly revenues of £0.5M at TenFold through relations with major bank. Built pipeline at Rubus and sold to banks and other financial institutions generating six figure revenues.

Management of Resources

Conceived and implemented a culture change programme for 1000 systems development staff at Lloyds TSB. Consulting with specialist psychologists, implemented the programme introducing resource pooling and empowering individuals to manage their own careers. Morale was increased, attrition reduced and wrongly skilled people were retrained or left the company.

Managed budget of >£60M for IS function of Lloyds TSB, delivering more projects but under budget.

Strategic level consulting

Directed the appraisal of the choice of the major computer system for Lloyds TSB after the merger of the two companies. Recommended a strategy (that was accepted), resulting in one multi £million project being stopped with the saving of related development costs.

Analysed the IT systems of a number of potential take-over targets for Lloyds TSB. Made recommendations for the board. Considered various options in detail including potential costs and savings.

Bringing business and IT together

Designed and implemented a business oriented IT strategy for Lloyds TSB. Developed a methodology, and modified the business planning process to accommodate IT issues. The company improved customer relationship management contributing to a product per customer ration of 2.5, then the highest in the industry.

Operational management:

As manager of a 100 strong support unit, implemented a process improvement programme. Achieved ISO 9001 accreditation, improved customer satisfaction and increased call handling efficiency by 10%.

Refocused the computer operations function on its customers. Introduced service level agreements, reduced the 150 strong workforce by 15% and improved system availability to >99.9%. Achieved 'best of breed' status from an external benchmarking exercise.

Implemented Quality Assurance in the IS function, with standards driven from IT policies. Improved client satisfaction (measured by survey) and development productivity.

PROFESSIONAL EXPERIENCE

Chief Executive, Danestream Ltd

2010 to date

Danestream is a small niche consultancy providing management consultancy to the IT and data centre industries. Assignments include a Marketing review for an IT support company, Planning for a franchising initiative and advice to investors on data centre matters.

Chief Executive, e-shelter (UK) Ltd

2006 to 2010

Responsible for setting up, building and running the UK operation of e-shelter. Bought a site for £16.2 million, negotiated a joint venture for the UK and three new European sites resulting in an injection of close to £50 million. Obtained planning consent for 800,000 sq ft and power of 100 MW. Set up the sales operation and recruited a team for construction, sales, legal and operations.

Sales and Marketing Director (Board), Telehouse Europe Ltd

2004 to 2006

Responsible for European revenues of £40million and associated profitability. Grew revenues annually, exceeding targets each year. As board member, jointly responsible for strategy and executive decisions.

European Account Director, Telehouse Europe Ltd

2003 to 2004

Reporting to the board, managed a team of sales people and coordinated large sales across four European countries. Proposition development to enhance the core data centre offer, selling to large corporates (six figure deals). Drove sales training and campaign development for major services and relationships. Exceeded revenue target for 2004 of £10m.

Sector Head, Rubus Ltd

2001 to 2002

Directed sales strategy for the financial services sector. Developed propositions, identified potential customers, developed a pipeline and drove the sales effort. Generated six figure revenues and established board level relationships with major banks.

Sales Director, TenFold Corporation

1999 to 2000

Built strategic relationships with major banks and financial services companies. Delivered regular monthly revenues of £0.5M

Managing Consultant, CSC Computer Sciences Ltd

1998 to 1999

Subject matter expert for financial services advising the UK consulting business. Conceived and designed major change programme for CEO of BACS Ltd. delivering operational cost savings of >25%.

Director of Group IT Strategy and Architecture, Lloyds TSB Plc

1997 to 1998

Working with consultants, conceived a methodology for the production of a business oriented IT strategy and architecture. Designed the strategy and achieved sign-off at board level. Directed development of architecture and rules for systems development enabling a shared view of data for 14M customers and effective cross-selling.

Directed the 'Emerging Technologies' group, identifying new business opportunities. Ran the group-wide E Commerce Committee providing a common approach to interactive business opportunities. Designed a strategic central lending platform for consumer loans, negotiating the build and operation with EDS.

Head of Planning and Projects, Lloyds TSB Plc

1994 to 1997

Managed the resourcing of all projects, including IT recruitment, training and contractors. Designed and delivered a culture change programme for 1000 systems developers, enabling them to take control of their careers, and increase their job satisfaction and productivity.

Set up a new Quality Assurance function that worked with projects to improve application quality.

Managed a budget of >£60M achieving an under-spend despite delivering more new systems than planned.

Designed and implemented a project prioritisation process that ensured resource was directed to approved business led projects.

Managed all aspects of Health and Safety including housing.

Head of IT Services, Lloyds TSB Plc

1991 to 1994

Supported 5000 users of PCs and small systems, providing application development, operations and change facilities. Rationalised a large AS400 computer centre, improved service and saved >£1M p.a..

Introduced process improvement framework, including achieving ISO 9001 with TickIT. Improved customer satisfaction (measured by survey) and handled 10% more calls at less cost.

Senior Manager, Data Processing, Lloyds TSB Plc

1988 to 1991

Delivered application availability 24x7 with responsibility for shift operations. Increased availability to >99.95% by focusing on the customer. Introduced Service Level Agreements, reduced operator numbers saving £2M p.a. and achieved 'best of breed' status in an independent Compass benchmark

Head of Business Systems Consultancy, Lloyds TSB

1987 to 1988

Introduced 'end user computing' to the company. Built an internal consultancy of 30 consultants operated on a profit centre basis. Designed and built a demonstration facility. Directed the development of many 'non-strategic' business systems.

Various Roles, Lloyds TSB Plc

to 1987

Managed systems development, worked overseas (Sri Lanka) two years, bank manager including lending responsibilities, O&M practitioner.

TRAINING AND EDUCATION

Harvard Business School	Managing the IT Resource	1995
Henley Management College	Senior Management	1991
Ashridge College	General Management	1986
RDC Ltd	Advanced sales skills	2004
	Campaign Winning	2003
Seibel	Target Account Selling	2001
Software Engineering Institute	CMM in Systems Development	1996
Institute of Bankers	ACIB, both part one and part two	1975

INTERESTS

Skiing, walking and amateur mechanical engineering.
Married with two children aged 22 and 21 years.