

Looking for fast scale-up, scale-out Transformation opportunities. Bringing 35 year's experience of initiating and driving strategic transformation within the IT Services industry. Achieving success by leading \$50m+ business case development at board level for acquisitions, divestitures, strategic partnerships, new product/service lines and driving successful operating model, sales and service delivery transformations, and being accountable for value creation.

## Career Experience

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### Lenovo, London, (Feb 2023 – May 2024)

*Lenovo, the world's #1 PC manufacturer, have in the last 24 months setup a Solutions & Services Group. I've joined as an Interim Executive through McKinsey contacts, Senior Partner Anuj Kadyan and Partner Raghav Ragunathan, to design, develop & operationalize a go-to-market strategy, transform the sales team and build pipeline for their newly launched Digital Workplace service line. Delivered:*

- ◆ Qualified pipeline of \$250m and unqualified pipeline of \$650m by shifting away from a reseller, channel model to a direct account ideation approach, focused on 200 accounts with the greatest addressable opportunity and strongest right to play.
- ◆ Business case to hire 20 new salespeople globally, following a sales capability assessment and sales capacity model, that identified capability gaps and a headcount shortfall to meet bookings targets.
- ◆ Organisation design framework for career paths, job architecture, job competencies, roles, levels, compensation & benefits structure and pay-out curves in order to improve sales effectiveness.
- ◆ Onboarding and enablement programs to improve time to productivity and win rates by focusing on books of business, networking accelerators and critical next generation sales behaviours and skills.
- ◆ Improvements to Sales pipeline hygiene, fundamentally changed forecasting methodology to improve accuracy, instituted new management/governance systems, with a focus on deal qualification reviews and win strategy workshops.
- ◆ Setup an Advisory Council through his high profile personal contacts – SVP at LyondellBassel, Director at Transunion, CIO at MV Transportation – to provide strategic advice on product design, development and growth.

### Alphasights and GLG, (2023 – ongoing)

*Alphasights and Gerson Lehrman Group are expert networks to which I'm registered and for whom I've undertaken 8 assignments in the last 10months. Delivered:*

- ◆ 3 assignments for Boston Consulting Group who were working for a European Services client with revenues of \$400m+. First focused on Go to Market strategy, second on operating model, and third on organisation design, leveraging my Digital Services expertise.
- ◆ 4 assignments for Arthur D Little working for a Saudi Arabian Telecom company focused on solution orchestration and revenue synergies best practices for a multi-division business: leveraging my Deutsche Telekom, T-System background.
- ◆ 1 assignment for a vendor wanting to understand the Technology Service Industry from a leadership perspective.

### Avanade Inc, London (Aug 2021 to Dec 2022)

*Avanade is the \$4bn joint venture between Accenture and Microsoft. Brought in by the Chief Sales Officer (CSO), Lisa Pettigrew, as an Interim Executive/Manging Director to help with Global Sales Transformation, taking on role of Global Sales Transformation & Strategy leader, and to support her board role as Chief of Staff. Delivered:*

- ◆ The business case and design, in 90days, for a new sales operating model focused on sales execution, sales culture, and sales career structure. Managed the budget of \$2m with external advisor Alexander Group.
- ◆ Global Sales Strategy in 90days that was presented and approved at the Avanade Board, February 2022.

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- ◆ Designed the Change Management strategy associated with this transformation and led the initial workstreams before transitioning activities to a permanent Change specialist.
- ◆ Interim financial controller, for 6 months, of the Global Sales function managing the operating budget of \$15m.
- ◆ Management system, governance and cadence for the Global Sales function and leadership.
- ◆ Streamlining of sales operations processes to improve forecast accuracy and reduce SG&A costs.
- ◆ All Board papers and Senior Leadership Team presentations, in my Chief of Staff capacity, for the CSO.
- ◆ The impact of the above discrete activities/projects resulted in beating year end budget by 104%, book-to-bill of 1.2 and 30%+ top line growth on a book of \$4.6bn in sales.
- ◆ From my experience, was requested and took an Executive leadership position for Avanade's European Race & Ethnicity program.

### **T-Systems, GmBH, Bonn (Sept 2020 to July 2021)**

*T-Systems is the €4bn Services division of Deutsche Telekom a DAX quoted, €100bn+ German Telecom Multinational. Brought in by the CEO, Adel Al-Saleh, as an Interim Vice President, Strategic Development to help him design a transformative Corporate Strategy focused on key equity growth drivers and achieve positive cashflow within 3-years. Delivered:*

- ◆ New Corporate Strategy, in 90 days, focusing on key equity growth drivers to enable the company to focus on being a dominant Regional, as opposed to Global, player. The strategy was approved by the Board and presented at Deutsche Telekom's Capital Markets Day, Friday 21<sup>st</sup> May 2020.
- ◆ Equity business case for investment banks, Deutsche Telekom M&A team to begin the deal origination process.
- ◆ Portfolio Review identifying €350m in Enterprise Value from portfolio rationalisation and a divestiture program.
- ◆ Transformation Office, with McKinsey, to operationalize the strategy and track and measure all the value creation workstreams.
- ◆ Strategic Partnering Program refresh through €100m+ commercial structures within three focus industries.
- ◆ Operating Model: pivoting the current operating model and organisation towards executing the new strategy and a Digital Solutions focused services provider.

### **CSC/DXC Technology, Various Locations (2007 to 2020)**

*DXC Technology is a \$16bn NYSE quoted, American Multinational Corporation, formed in 2017 from the merger of Computer Sciences Corporation(CSC) and Hewlett Packard(HP) Enterprise Services that provides B2B Digital Solutions and Services. Over 13 years, as a Director and Vice President, closely involved in major business pivots and transformations:*

1. **2010** with the acquisition of iSoft (led this healthcare software acquisition critical to CSC's \$6bn NHS contract),
2. **2012** new Corporate Strategy and Transformation program working as the only internal staff member in Office of the new CEO, Mike Lawrie,
3. **2015** divestiture of \$4bn unit leads to a new operating model design with responsibility for implementation and value creation target of \$184m and
4. **2017** leading the PMI Delivery workstream in the merger with HP Enterprise Services.

### **STRATEGIC PARTNERSHIPS TRANSFORMATION (Sept 2018 to July 2020)**

- ◆ Executed strategic partnerships with Google Cloud and Amazon Web Services to drive new channels of growth and co-creation of new, market-leading, services and solutions.
- ◆ Negotiated and closed \$250m Google Cloud partnership, announced August 2019. Operationalised the partnership and built a pipeline of \$850M and developed a delivery organisation with 250+ Google certified employees, within 7months.
- ◆ Served as commercial and transaction lead for a 6month pursuit of a \$1bn partnership with Amazon Web Services.

### **PRE & POST MERGER INTEGRATION (July 2016 to Aug 2018)**

- ◆ Appointed as one of three leaders on the CSC team that drove the pre-merger integration planning of the delivery organisations at CSC and HP Enterprise Services – a combined 180k people with a cost base of \$16bn. Target \$2bn in cost takeout and 18k reduction in labour costs.
- ◆ Setup the pre-merger program office of 20, responsible for defining and driving value creation workstreams.

- ◆ Identified \$1bn in synergies within the most significant workstream.
- ◆ Developed the BIONIX Strategy, a 4-phase approach to achieving a scalable and sustainable future operating model that combined analytics, automation, and lean initiatives.

#### **CHIEF OPERATIONS, GLOBAL INFRASTRUCTURE BUSINESS (Aug 2015 to Apr 2017)**

- ◆ Requested by the CEO to develop the management systems, governance, and overall business operations of \$4B turnover and 16k employee business unit.
- ◆ Designed, with McKinsey and Operating Executives, a new operating model for the commercial business.
- ◆ Achieved \$224M, against a target of \$184M, in productivity improvements through a program office managing workstreams focused on people, supply chain, facilities, hardware/software, analytics, lean, and automation initiatives.

#### **CELERITIFINTECH LIMITED AND CELERITIFINTECH SERVICES BOARD DIRECTOR (Nov 2014 to July 2020)**

- ◆ Setup a \$120M banking software equity joint venture with HCLTech to improve revenue and reduce software development costs for CSC's banking software portfolio.
- ◆ Statutory Board Director of holding entities from 2015 - 2020

#### **GLOBAL CORPORATE DEVELOPMENT (Apr 2012 to July 2015)**

- ◆ Requested by new CEO, Mike Lawrie, to work with McKinsey to define CSC's transformation strategy.
- ◆ Executed public and private company mergers and acquisitions (M&A), divestitures and joint ventures including pipeline development, deal origination, valuation modelling, merger planning, board case development, commercial due diligence, and term sheet negotiations.
- ◆ Entered Capital markets through the \$80m acquisition of Fixnetix, a UK banking, and capital markets business.
- ◆ Entered payments sub-segment with the acquisition of \$15m of assets from T-Systems, Sweden.
- ◆ Developed deal origination playbook tracking over 200 businesses that would accelerate growth and compliment the portfolio.

#### **EMEA CORPORATE DEVELOPMENT (Oct 2007 to Apr 2012)**

- ◆ Built Go-To-Market (GTM) strategies to ensure successful launch of operating plans across UK, & EMEA markets.
- ◆ Built a defensive acquisition strategy for CSC's Healthcare business, leading to the acquisition of iSoft – a Healthcare Software Company listed on the ASX, involved in the UK's NHS, valued at \$470M.
- ◆ Attained a \$30M divestiture of South Africa operations to private equity for commercial leverage.
- ◆ Entered payments sub-segment with the acquisition of \$15m of assets from T-Systems, Sweden.
- ◆ Developed the strategic playbook regional business units used to navigate successfully through the recession.
- ◆ Headed the annual strategic planning process to achieve organisational objectives.

#### Additional Experience

**Management Consultant** ▪ AT Kearney, EDS, UK ( Sept 2000 to Sept 2007)

**Senior Consultant, Consultant** ▪ BP Exploration, SAS Institute, Bull Information Systems and ATOS, UK

## **Education & Credentials**

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#### Bachelor of Science (Hons)

- ◆ **Imperial College (University of London), UK 1984 – 1987**

#### Professional Development

- ◆ Corporate Finance Programme, **London Business School 2010**
- ◆ Scenario Planning, **Templeton College, University of Oxford 2002**
- ◆ Governor, **Kingston College, London 2013 – 2017**. Kingston College is a Further Education College with 10,000+ enrolled students with a budget of ~£30m+. Sat on the Finance and Planning committee but also designed the strategy to secure the college's future and financial status with a first of its kind, three college merger between Kingston, Carshalton and South Thames Colleges.