

## Alan Edwards

### Challenger and Influencer of Change in Business and Digital Technology Transformation

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### Seeking Non-Executive Director positions and Interim assignments in Corporates and SME's

Alan is an objective and independent strategic thinker and a confidante to the Chair/ CEO with the gravitas to challenge corporate strategy. Using a proven forensic approach to assess actual performance, Alan becomes a creditable advisor on status quo, risk, and the pitfalls of change.

As a trusted listener to those at operational level, Alan has the intuition and foresight to look under the surface of organisations, to creatively challenge the as-is and to influentially advise Executive Management on opportunities for improvement, and subsequently hold management to account.

Alan is passionate about the world of transformation and believes the keys to success are thorough planning and an integrated, holistic and confident team. He is equally qualified to hold governance roles, provide focussed consultancy or run complex multi-discipline business critical projects.

#### Non-Executive Director core skills

- Sound judgement and objectivity; An ability to influence through clear communication;
- Strong interpersonal skills; a warm and supporting approach and confidence to manage conflict;
- Integrity and independence of thought; Flexibility to adapt to the characteristics of new roles;
- Commercial awareness and insight.

A career of business change in a broad range of industries, commencing in IT development, followed by new business sales and strategic account management, before moving into Interim Transformation Management for global corporate and SME clients such as BBC; Sky; Muller; Weetabix; Mars; RS Components; Dunelm; Three; RBS; Community Foods and Ascential Software.

#### Specialist expertise

- Business re-organisation and Digital Technology change programmes;
- Extensive knowledge of operational processes and how they are modernised with digital solutions;
- Commercial and contract management of technology suppliers;
- Deep understanding of Supply Chain, Procurement and Finance, Planning and ERP functions, Engineering, Manufacturing, Logistics and Warehousing;
- Pre-deal due diligence and post deal health checks

**As an Interim**, Alan is often called in as a problem fixer of business and complex technology transformation programmes which need initiating or are off track, and where strategic supplier relationships need recovery.

Alan acts as an intermediary between Executive sponsors, Business Core Operations, Supply Chain, Digital and external Technology suppliers.

With strategic vision and shareholder value at the core, he maintains focus on delivery of business benefits with lean techniques. He mentors and leads teams, facilitates decision making, manages risk and smooths conflict and stays ahead of the game by protecting the overall picture whilst giving pragmatic attention to detail.



### Ascential Software t/o £40m – Fast growth – Internal Performance Issues

Brief: Investigate the Managing Director's concerns that the Professional Services Organisation was not being managed in a sustainable manner.

Using Alan's powerful structured assessment tool, an initial 5-day assessment delivered reports giving the Managing Director an instant synopsis of the overall situation as well as specific views from his team. They showed key issues, which had not been apparent before, and pointed to specific immediate actions and more fundamental trends and gaps.

*"The investigation has quickly uncovered areas of the business for improvement and the process Alan employed was well received by everyone involved." – MD*

**Improvement activities were then developed and recommended to the client in areas such as:**

- Clear vision for the Professional Services Organisation
- People development & team morale
- Department operations management & control
- Financial Control
- Services Portfolio
- Project management techniques
- Services best practice & standards
- Senior Management team ways of working
- Customer management
- Pre-sales activity & support

Alan set a series of improvement tasks running giving the Managing Director visibility of day-to-day operations in the Professional Services Organisation.

Alan was engaged to regularly audit and challenge progress.

*"We already have better control of our business, a greater understanding of the issues with customer projects and higher morale. I have a concise action plan which I am confident will show significant benefits over the short and medium terms." - MD*

### Community Foods t/o £50m – PE capital injection – Operational improvements

Brief: Following investment from a private equity fund, planned growth meant the need for changes to business operations, better management information and improved IT systems.

*"I know we need to change, but I need help to see what can be done, how to about it, and what should happen next." - MD*

After analysis of Core Business and Supply Chain processes, Issues and risks were categorised into Root causes:

- Management decisions
- Demand management
- Stock accuracy and availability
- Customer service levels
- Control of customers
- Financial risk
- Purchasing efficiencies and pricing
- Supplier performance
- Product management and Quality release
- General lack of control

Estimated "Perfect world" financial benefit opportunities were valued by the senior team:

- Potential additional sales - £6M
- Operational savings - £1M
- Impact on cash flow - £5M
- Potential risk to the business - £300K

Alan guided the Senior Management team using Strategic Vision planning and Tactical Operations planning, to deliver a series of Quick Wins and tactical projects, whilst coaching project teams on how to deliver them.

*"Our team now realise that they can't do IT change unless the business fully understands itself and is organised optimally. The operations management team now are progressing well using knowledge from the analysis & shaping work and are using methods that Alan taught us." - Chairman*

## Further Resume examples

- **Post takeover Transition and Transformation** – Reporting to BBC CIO  
**Atos Take-over of BBC's strategic technology outsource £350m pa**  
Representing the end-client, Alan oversaw the transition of fully outsourced broadcast, enterprise and telephony services from Siemens to Atos with no degradation in service levels. He then identified and managed 13 major transformation programmes (operating savings £60m pa and significantly increased service levels).
- **Full delivery lifecycle delivery roles in complex transformation programmes**  
**BBC TV Centre move** – £70m spend transfer of all enterprise and broadcast systems to new service, network and data centres around UK.  
Reporting to Head of Supplier Management delivered £30m commercial deal and contract with Atos.  
Reporting to CIO mentored Project Directors by focusing on vision, assessing and advising on business risks and delivery issues throughout the life of the programme. Managed PMO team.  
**Sky** - £20m spend. Reporting to Head of Finance Change managed all teams to deliver SAP Finance and Ariba Procurement into German operations and new Shared service centre in Scotland.  
**Muller** – £30m spend. Reporting to MD Lead senior management and Executive teams through build and implement of new automated Warehouse and integrated ERP systems.
- **Lead strategic supplier and systems procurements £50k up to £50m**  
**Unigate** Corporate re-engineering – Supported multiple supplier selections in deals over £10m.  
**BBC** – Delivered many strategic systems and services deals between £50k and £30m.  
**Weetabix** – Lead systems and supplier selection for new Warehouse Management solution. Advised CEO on overall senior team behaviour and performance.
- **Turnaround of commercial relationships with technology suppliers and Systems Integrators**  
**BBC – SAP and Success factors implementation** – reset relationships and multi-£m commercial deals with Accenture, SAP, Atos, Steria and Capita.

## Client testimonials

“Alan is a specialist in business change. He has worked for me in leadership roles on a number of occasions and on a variety of assignments. His pragmatic focus, attention to detail and awareness of risk when initiating and driving change projects, means that I have felt safe to trust him to protect existing customer service levels, whilst new operations and systems are being implemented.

I would strongly recommend Alan to any organisation that is going through change, whether they be an existing major corporation going through reorganisation and design, or a small company who needs help to get off the ground or reshape their ways of working.”

Ken Wood – Chief Executive Officer – Muller Dairy and Weetabix

“All of the Directors of Müller complimented Alan for his attention to detail within each project, whilst giving them the right level of feedback on progress, issues and risk. They therefore felt confident that the implementation programmes were safe in Alan's hands.

Managing Director - Müller

“If you want someone to make things happen – Alan is your man”

Chris Lambert – CIO – Volume dealing Stockbroker

“Excellent – a very well managed International project”

Group FD - Sky

“I knew we needed to change, but I needed help to see what could be done, how we go about it, and what should happen next. Alan's investigation quickly uncovered areas of the business for improvement and was well received by everyone involved.

Our team now realise that they can't do IT change unless the business fully understands itself and is organised optimally. The operations management team now are progressing well with Continuous Improvement using knowledge from the analysis & shaping work and using lean methods that Alan taught us.

All Senior Management can benefit from a project like this one, especially during difficult trading times. It is essential to get the business and its people focused and working as efficiently as possible. Alan is an excellent Management Consultant – things have turned out for the best because of all the work his team did for us.”

Roger Evans – Chairman - Community Foods

“We have had a difficult task to change the culture and get people talking to each other. We now have sales and operations working and planning together and have control of Customer issues. Instead of throwing out our investment in CRM it is now an essential part of our business development plan. Alan adds value by getting people together and making things happen”

Keith Worthington – Finance Director – Crowcon Engineering

“At a key point in this business critical programme, using his logical and structured approach, Alan carried out a review of all aspects of project work-streams. The instant feedback from the review showed us where we were doing well and where we needed to apply more focus. It also highlighted where stakeholder views on the project were consistent and where they diverged. The review outcomes helped us to set up the next stage of the project for success.

Head of Major Projects - BBC

“I needed someone to work with all of the strategic suppliers, to turn-around relationships, and put us back on track, that's why I asked Alan to do it.”

CIO – BBC