

CHRISTOPHER KNOLLYS MBA

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A Managing Director and change agent with a track record of transforming organisations, achieving objectives through people and preparing for and delivering growth. Worked successfully with PE and manages projects and businesses across multiple geographies

Key Skills

- Rapid Business growth
- Turnaround
- Developing Strategy
- Financial and P+L management
- Quality management
- Change & Integration
- Preparing businesses for sale
- Acquisition
- Private Equity

Career to date

KELLY GROUP (t/o £150m)

Jan – March 2018

UK telecommunications engineering contractor working for leading communications providers, i.e. BT, Sky, Virgin Media

Interim Consultant

- Conducted a review of HR, HSQE and Procurement and worked with senior managers to understand and develop potential solutions for issues impacting Group performance, particularly the main issue of high turnover of engineering labour
- Evaluated the business case for bringing Traffic Management Services in-house, including working with the procurement team to run a tender process to benchmark the existing supplier against the market, and recommended that it be brought in-house

ION ENVIRONMENTAL SOLUTIONS (part of Carey Construction Group: t/o £560m)

2016 – 2017

UK licensed asbestos removal contractor operating within a highly-regulated 'permissioning regime' overseen by the Health & Safety Executive (similar to nuclear and offshore oil & gas)

Managing Director

- Secured the maximum 3-year asbestos operating licence, very rarely awarded, having completely overhauled Company operational and Health & Safety performance over an intensive 15-month period (previously 18-month licence).
- Won the largest asbestos removal contract in London in 2017 (£7m) by leading a multi-disciplined Careys team
- Introduced new contract management, labour management and commercial systems & processes to significantly improve contract profitability, service quality and risk management
- Implemented new sales model and led sales & marketing initiative to launch ION's services to the external market (previously served only internal Careys companies). 90+ client meetings won in first year and won ION's first external client, London School of Economics which generated 6 repeat projects
- Restructured ION and replaced senior management to create a senior management team and structure that will improve performance continuously and deliver sustainable and rapid growth
- Achieved ISO 9001/14001/18001 3-year recertification and integrated quality management throughout
- Member of Carey Group Operations Board driving improvements across the Group in safety, quality, performance and culture following a period of rapid growth

GLOBAL AUTOMATICS (part of Swiss Agta Record Group: t/o €290m)

2014 - 2015

UK manufacturer of automatic pedestrian doors selling to the trade and via distributors

Interim Managing Director

- Prepared the business for sale and achieved a successful exit for the owner within 11 months
- Improved sales growth through tighter sales management, trebling sales meetings to 100/month, restructuring roles, increasing customer focus and introducing new CRM system
- Launched 3 new products, which doubled product range and opened new channels and markets
- Restructured operations management and processes, particularly materials resource planning, stock management, quality control and after-sales service

- Delivered critical improvement in cash-flow and financial control: reduced stock by 33% (£140k), overheads by 11% and workforce by 17%; cleared 6-month backlog of product returns to reduce longstanding debtors

SARA LOADING BAY SPECIALISTS (part of Swedish Assa Abloy Group: t/o \$7bn)

2012 - 2014

Top 3 business that supplies & installs automatic industrial door, loading bay & warehouse entrance solutions and provides maintenance and FM solutions, selling direct to contractors, end users and specifiers

Managing Director

- Turned around the business into profitability (4% net profit) following previous 4 years of flat sales and losses
- Led the Company through an accelerated change programme preparing it for acquisition
- Restructured and revitalised the organisation, replacing 50% of employees, hiring a new senior management team and completing the delayed integration of our two sister businesses
- Refocused whole organisation on full lifetime value of customers, quality and outstanding customer service
- Improved growth potential by increasing sales capacity by 30%, replacing 60% of the salesforce, focusing on solution sales and restructuring the channels to market and marketing strategy
- Financial improvements included: Gross Margin up by 20% to 36% (enabled by growing service business unit by 30%); introduced significant cost reduction and greater financial control, reducing older debtors by 71%

HUNTOR CONSULTING

2005 - 2012

International growth strategy & commercial due diligence (CDD) consultancy

Director

- Improved performance of 30+ product and services businesses up to FTSE250 within the UK and abroad, using methodologies from Ernst & Young's CDD practice and managing projects and teams of up to 8 consultants
- Won, led and project-managed 30+ projects, including working for the six largest corporate, banking and private equity clients, and generating repeat business of up to six projects per client
- Developed three partnerships to generate leads and build reputation which delivered 20% of revenues by 2011, including two government organisations, and managed Finance, HR, Sales & Marketing and IT

RECORD UK (part of Swiss Agta Record Group: t/o €250m)

2002 - 2005

Top 3 business that supplies & installs automatic pedestrian door & entrance solutions and provides maintenance and FM solutions, selling via installers and direct to contractors, end users & specifiers

Managing Director

- Transformed a stagnant and unprofitable business into the Group's fastest growing subsidiary in 2003 and 2004, trebling market share to 15% and doubling turnover in four years
- Restored the business to profitability in 2003 by restructuring the organisation, improving project management, introducing new ERP / CRM and CAD systems, rationalising offices and relocating premises and improving sales team performance, leading to profit increasing by 150% in 2004
- Recruited new senior management team and trebled employees
- Identified & negotiated with potential acquisition, leading to successful acquisition in 2005

MBA-DIRECT

2000 - 2001

Start-up internet database recruitment firm, backed by Independent News & Media

Corporate Development Manager

- Opened new sales channels by developing partnerships & services with 3 international membership organisations, trebling candidates and client enquiries. Supported MD with planning and managing growth

ERNST & YOUNG CORPORATE FINANCE, London

1998 - 2000

Sales and Product Development Manager

- Improved business management by developing and implementing balanced scorecard performance management system underpinning E&Y CF's 15% growth

- Improved sales performance by coaching Partners and bid teams within complex international multi-disciplinary matrix environment, leading to the winning of four largest CF wins of £1m+ in 1998/99
- Developed 8 new products (sales mandates was E&Y's best performing product with 127% growth)

REGIONAL SALES MANAGER ROLES (field & internal sales teams; sell direct & via distributors & to specifiers)

- **Vp Plc** (t/o £165m; Top 3 support services provider, renting equipment & tools to contractors) **1995 - 1996**
- **Ideal Stelrad Ltd** (t/o £400m and part of Caradon Plc: t/o £2bn; Top 3 HVAC manufacturer) **1992 - 1995**

ARMY OFFICER

1986 - 1991

Education & Training

- *Behavioural Science* – securing certainty (Carey Group); Health & Safety Management (BSC) 2016 - 2017
- *Influencing & Motivating; Facilitation; Project Management* (Ernst & Young) 1998 - 2000
- MBA with Distinction - University of Westminster Business School 1997 - 1998
- Diploma in Marketing and Member of the Chartered Institute of Marketing 1993 - 1994
- *Total Quality Management* (Caradon Plc) 1993 - 1994
- *Sales management; Key account management; Pricing; Negotiation skills* (CIM) 1992 - 1995
- BA Combined Hons. Law and Sociology - Exeter University 1983 - 1986

Languages French

Personal British, married with 2 sons