Nigel has a proven track record of change and transformation leadership within ambiguous commercial, customer facing and operational environments. He establishes excellent relationships at all levels, balancing a passion for excellence with a recognition of the realities for the business.

He generates clear future visions, creating belief in others that it is achievable, and displays personal accountability and commitment to delivery. He has demonstrated success in launching new physical and digital solutions to a global customer base, and also the transformation of existing businesses within a diverse range of industries.

Experience: IT Services, MOD, BPO / HRO, Tech Start Up / SME, Ecommerce, Pharmaceutical, Aviation, Brand & Revenue Protection, IT Supply Chain

KEY SKILLS, ACHIEVEMENTS AND RESULTS

|  |
| --- |
| ***Lean Six Sigma Black Belt since 2003 with a passion for continuous improvement***   * Deployed traditional “Top Down” continuous improvement delivery within GSK & Heathrow Airport. * Delivered more creative CI solutions within Tesco Ecommerce, NGA, Hailo and MOD. * Found and delivered effort reductions within Technical, Project, Commercial and Finance teams using a consistent customer value vs activity method * Defined and delivered end to end process improvement across numerous stakeholder groups (workshops of 30+ stakeholders) including business customer base. * Established a quality function at De La Rue, quality improved from 3.5 to 5.5 Sigma (20% improvement in operating profit). |
| ***Delivery of transformation in the digital age:***   * Product or Business Owner roles within Agile development environments within Hailo and Tesco Direct. Focus on customer journey mapping and eliminating “customer defects”. * Extensive experience driving the business change aspects of disruptive technology implementations (Ecommerce Systems, Mobile App, Data Warehouse, ERP upgrades) |
| **Deploying Strategy to Clear Plans and Execution**   * Led the innovation, development, launch and first sale of a first digital authentication solution for De La Rue with a matrix team across marketing, IT, and external consultancies. * Created the Service Readiness Commercial function within NGA to ensure profit is protected from the earliest interactions with clients post sale. |
| ***Commercial & Stakeholder Relationship management***   * Secured the contract with Microsoft to supply the next generation label for Windows 8 and the three-year renewal (@£35M per annum) of the Master Service Agreement * Accountable for all aspects of commercial risk management, profit protection and revenue growth. Strong leadership of the business to ensure commercial predictions were realised. * Established structured weekly, monthly, quarterly and annual business reviews between De La Rue and Microsoft with attendees ranging from shop floor to CEO. * Utilised insight tools such as CSAT, Netpromoter (40% improvement) and customer advocates to define and drive improvements in the relationships with key global customers at De La Rue |

CAREER HISTORY

**Sept 12 – Present NIR Consulting Ltd Owner / Independent Consultant**

**May 15 – Jun 16 Information Systems and Services, UK Ministry of Defence**

**Head of Operational Excellence**

Start-up of an OPEX programme within this Joint Forces function acting as the IT Services organisation for the MOD as a whole. Selling Continuous Improvement methods in a complex transformation environment that includes SIAM/ITIL operating model deployment, implementation of Functional Resource Management and deployment of large step changes in product and service to the MOD customer base.

* Sourcing and building black belt team to 4 in FY15/16 (and towards 12 during FY16/17).
* Bottom up coaching style help resolve key challenges in capacity and cost to serve:
  + Finance – cost avoidance goal of 14 FTE through a programme delivering capacity improvements (progress includes Finance Shared Service improvement)
  + Project Teams – cost avoidance goal of 10 FTE through finding capacity (in progress)
  + IT Architecture – development of the Architecture Practice Management to manage workflow to expected performance across the Architecture functional resource pool
* Top down Lean Consultant method and style to embedding the ISS operating model (ITIL / SIAM)
  + Commercial – defining Commercial touch points within end to end service implementation processes
  + PMO – defining and pilot of simplified method with reduced lead times (from 1-2 years to 3 months) for large scale project Scrutiny and Approvals
  + Design & CRM – development of customer requirements “Front Door” and detailed processes for this to flow through to project delivery at the expected performance levels
* Established the simplification task force to enable the OPEX team to partner with other larger scale change providers (e.g. ATOS) to embed sustainable change within ISS and avoid duplication.

**Dec 13 – April 15 NGA Human Resources**

**OPEX Transformation Consultant**

Lead consultant on a global improvement programme how HR outsourcing and technology solutions are implemented. The programme delivered £2.9m direct savings and enabled a £7M improvement in the P&L.

* Delivered a “weekly pulse and escalation process” delivering a 3500 man day saving for Project Managers chasing issue resolution with supporting senior leadership focus and decision making
* Led consolidation of a global Operational Readiness methodology (the non-technical aspects of a shared service implementation) across a global workforce of 70 and acted as Global Head until a permanent replacement director was sourced.
* Proposed, designed and implemented a Global Commercial function and acted as Global Head until a permanent replacement was sourced. Focus included development and delivery of a combination of project and Lean best practice and negotiation techniques packaged as “Maximising the profit through effective project start-up”
* Acted as overall programme manager for a three-month period of reassessment and change in approach

**Sept 12 – Feb 13 Revive Associates**

**Associate Senior Consultant**

Product rationalisation and commercial process improvement in support of a private equity driven business turn around programme - UK & Northern France. Value Engineering of a standard product catalogue providing an average product cost reduction of 40%. Improved commercial processes and tools to transform quote generation lead times of 1-3 months to 5-10 minutes.

**Sept 12 – Feb 13 100% Effective Training**

**Associate Senior Consultant**

Lean Six Sigma & Business Improvement Training and Coaching – London.

Kaizen Facilitation Master Class Training - London

**Feb 13 – Jun 13 General Merchandise Online, Tesco Plc**

**Operational Development Manager**

Led the Agile product development of the new Delivery Options Engine for the General Merchandise online trading platform (Tesco Direct). Acted as product owner for operations function for operating model development, requirements definition, impact assessment and testing.

**Permanent Career History**

**Jun 13 – Nov 13 Hailo (Taxi App)**

**Head of Global Operational Improvement**

Defined and programme managed the delivery of a scalable operating model to enable Hailo’s rapid growth plans to cities around the world.

* Defining the target global operating strategy, core process architecture and vision.
* Working with Agile product teams (as Operations Business Owner) to deliver technology led improvements to the city operating model that enabled rapid but robust growth at minimum capacity. Product improvements included Single customer/ driver view enabling most customer service queries to be reviewed within 3 clicks of the mouse.
* Working with the local cities to define and deliver rapid, non-technical improvement within current operational architecture

**Apr 09 – Jun 12 De La Rue International**

**Director, Microsoft Account**

Accountable for every aspect of the turnaround of the Microsoft business unit (£35M revenue per year), leading an extended team of direct, matrix and billable resource in the supply of secure software certificates of authenticity to a global IT supply chain customer base.

* Owner of all sales and commercial performance (forecasting / budget, new business, negotiations)
* Ownership of supply chain performance with a yearly volume of 550M units from 3500 SKUs shipped to a 24 hour lead time. Servicing a network of 100+ locations around the world of 40+ third party customer organisations. Led the supply chain to a sustained 100% SLA performance within 6 months
* Delivered sustained “A Grade Strategic Vendor” performance in the customer’s own measures
* Led delivery of new business worth £10M per year from initial RFP to launch of new solution. Renegotiated the Master Service Agreement for another 3 years with extensive DLR and Microsoft senior engagement as negotiations progressed.
* Drove the design, development and first successful sale of a fully digital authentication solution (first in De La Rue). From initiation of idea through to negotiation of the first sale.

**Oct 06 – Mar 09 BAA**

**Aug 08 – Mar 09 Heathrow Operations**

**Performance Improvement Leader**

Leadership of a team of 15 Lean Six Sigma Black Belt project managers whose remit was to support Operations in rapid project activity with resolution targets ranging from 3 months to hours.

**Oct 06 – Aug 08. Heathrow & Group Strategy**

**Senior Solutions Manager**

Developed and led the cross functional programme to deliver the Lean Target Operating Model “Fit, Lean, Great” for key stages of the passenger experience. Included salvaging a failing Quality Management System implementation to a successful delivery. I also enjoyed a 5-month secondment to Group Strategy to grow the Target Operating Model across all airports. This involved building relationships with a number of senior airport stakeholders at MD and director level across 7 locations and leading a matrix of “product owners” across multiple airports.

**2001 to 2006** **GlaxoSmithKline, New Product Introduction & Global Supply**

**Apr 06 - Oct 06 New Product Introduction**

**Business Change Manager**

Business Change Lead of a data warehouse implementation from business requirements through to job design, training and interventions to change the culture of evaluating product performance, from a mentality of “pass fail” to evaluating against historic trends.

**Oct 05 - Mar 06 Tablets Supply Chain (Secondment)**

**Technical Transfer Leader**

Led the complex technical transfer of production to a third party location in India driven by urgent need to increase capacity to meet HIV supply commitments to Africa and other developing regions. The successful delivery earned the Divisional Supply Chain Recognition Award.

**Jan 04 – Oct 05 Operational Excellence Deployment**

**Operational Excellence Expert**

Internal Lean Six Sigma Black Belt consultant leading improvement projects, Kaizen workshops and embedding Lean Six Sigma principles. Extensive application of leading and coaching individuals and teams in Lean and Six Sigma tools as part of DMAIC or DMADV projects.

**Experience 1996-2004 available if required**

EDUCATION AND PROFESSIONAL DEVELOPMENT,

BSc (Hons) Psychology - University of Hertfordshire

MSc Occupational Psychology - University of Hertfordshire

PRINCE2 Practitioner (2012) Finance for Non Finance Managers (2010)

Negotiation and Advanced Negotiation (2010) Diploma in Neuro Linguistic Programming (2008)

Certified Black Belt in Lean Six Sigma (2007) Practitioner of the MBTI (2001)