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| **Philip Watt** | |
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| Customer-centric digital transformation delivered as an independent consultant and interim manager. Working with Board / CxO level and their direct reports to deliver profitable growth combined with operating cost reduction. This is enabled by creating operating strategy, improving performance with analytics and applying business model optimisation. Covering technology, financial services, retail, utilities and B2B service sectors, brings an “outside-in” perspective to business challenges delivered by pragmatic change and transformation programmes. MBA from INSEAD. | |
| Areas of Expertise | |
| * customer-centric strategy - from user experience design to technology * integration, M&A, restructuring * sales and marketing effectiveness * operating model design, customer journey mapping, analytics, omni-channel * business process outsourcing and implementation | * senior business and operations leadership * leading change and transformation * new business development * team recruitment, development and coaching * key platforms experience: Salesforce, Microsoft Dynamics, SAP, Oracle * digital innovation and impact of customer-centred design on acquisition and retention |
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| Professional Experience | |
| **Independent Consultant**  September 2016 - present  **Focus on customer-centric digital transformation delivered as an independent consultant and interim manager**   * for a large automotive manufacturer customer contact centre, senior consulting and advisory role including transition to digital channels, deploying new technology and change management   **Sopra Steria**  2013 – August 2016    Managing Consulting Director  **Senior business consulting role with focus on digital advisory, technology evolution and process innovation. Engagements covered financial services, telco, retail and utilities sectors with customer centric delivery methodologies**   * senior consulting leader for £100m division serving private sector companies * delivery of change programmes to improve operational effectiveness * growing strategic partnerships with vendors * developing thought leadership and practical operational consulting approaches   Sample engagements:   * for a rapidly growing UK agency bank, refined target operating model for planned separation from parent bank: customer, employee and process impacts assessed against platform evolution * for a retailer, e-commerce target operating model - organisation and process design * for a large optician chain, strategic assessment of marketing platform and customer journey mapping: 2% increase (+300,000) in repeat sales * for a water utility, customer centricity advisory for 20% SIM score uplift: personas and journeys   **Transform (part of Engine Group)**  2012 – 2013 Director and Partner  **Director at a consulting firm within a dynamic media agency group with a strong reputation in innovative thinking and highly pragmatic delivery. Engagements included digital adoption and development, leading programme delivery**   * establishing and growing presence in new sectors of financial services, energy and utilities * thought leadership and development of structured and innovative consulting approaches * managing delivery of programmes and growing client relationships   Sample engagements:   * for a European bank, led a cross-functional team to redefine the mortgages customer journey: the outcome was achieved through a customer-centric driven approach and development of an actionable multi-channel roadmap, including segmentation and persona-driven improvements * for a B2B products supplier, developed strategy to migrate from a primarily catalogue based route to market to a more efficient operating model with digital at the centre * for an energy utility company, delivery of improved customer service cross channel, cost efficiently   **Wipro Consulting Services**  2010 – 2012       Partner  **Head of consulting practice for customer relationship management. Recruited to create and take to market a Customer Experience and CRM offering where Wipro Consulting Services had minimal European presence. Developed strategy, go-to-market approach, supporting collateral and thought leadership, recruited team and both sold and delivered consulting engagements**   * grew team from 5 to 15 in a year and increased consulting revenues to £2.5m per annum run rate * directed focus of practice to achieve a client business priorities led approach - typical activities were opportunity assessment, consultative client discussions and guidance, pre-sales engagement, blueprinting, implementation project management and project governance * £18m+ pull-through revenue created for IT delivery and BPO parts of business * sales lifecycle management and process effectiveness * marketing optimisation, digital marketing and social CRM * multi-channel service evolution and contact centre strategy   Sample engagements:   * for a UK banking group, assessment of customer engagement effectiveness and deployment of renewed CRM platform across multiple divisions * for a major insurer, transactional promotion introduction for cross sell and upsell initiatives, increased average product holding from 1.2 to 1.4 with incremental revenue of over £130m * for a large telco manufacturer, assessed shared service centre model and provided recommendations on order management improvement: cost savings and effectiveness * for a technology provider, design and build of a configure, price and quote platform to enable evolution of direct sales from products to services * for a consumer technology company, market to order consulting around digital channel: +88% uplift via customisation and targeting * for a product and security supplier defined strategy and approach to blueprinting for a full revision of their customer engagement process, leading to successful deployment of cloud platform * for an energy utility company, contact centre and operating model design   **Accenture**  2007 – 2010       Senior Manager   **Focus on sales operational excellence and sales transformation. Recruited from previous Orange sales effectiveness role to bring in relevant industry experience.** **Drove the Accenture sales transformation agenda in the UK: channel management, shared services and sales operations outsourcing**   * head of specialty, extensive experience of new business development and lead generation * expert on use of BPO in sales and integration with existing sales support functions * developed and led analysts, consultants and managers in both business development activities and client engagements, maintaining team chargeability at high levels   Sample engagements:   * for a major UK bank, assessed underlying issues in retail customer complaints and built a process delivering fair outcomes for customers using internal cultural change, leveraging root cause analysis and process review to reduce monthly recorded complaints by 15% * for a new representative body for the Financial Services sector, designed and delivered the membership structure of the organisation and recruited 200+ founding members * for a global mobile operator assessed channel effectiveness in three European operating units - the project identified opportunities to create channel capacity by changing channel mix or improving channel performance in order to generate in excess of £25m additional revenue   **Orange Business Services**  2004 – 2007 Sales performance, strategy and operations for Europe, Middle East and Africa   * management team member of approx. £750m business unit * led sales tool rollout and multiple efficiency programmes (teaming, incentives) * win rate increased 15% by effective and targeted sales engagement model * initiated £2m cost reduction programme by minimising delivery and service credits   2002 – 2003 Indirect sales channel and operations structure creation, post-merger integration  2000 – 2001 Consultative sales for complex and large bids to multinationals  **Cable & Wireless**  1990 – 2000 A variety of global roles, living and working in eight countries, including:   * senior corporate business development and change management roles * P&L responsibility (£16m) for marketing of internet services across the Caribbean * pioneering internet development in the Pacific region * building the first - and highly successful - cellular network in Bulgaria | |
| Education | |
| INSEAD MBA Programme (Sainsbury Management Fellowship) 1997  CEng MIEE Chartered Engineer 1995  Aberdeen University MSc Information Technology 1989-1990  Edinburgh University BSc (Hons) Electronic & Electrical Engineering 1985-1989 | |

**Languages** : English (native); French (good professional proficiency)