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PROFILE

- Commercially focused Digital Transformation Leader, CIO / CTO / COO & Change Agent.
- Specialist in leading large scale IT Application Development, IT Infrastructure and Digital Operations transformation, program recovery & restructuring programs across multinational businesses in public, private and private equity environments.
- Key expertise in the start-up of Global Business Services (GBS) and ongoing transformation.
- Developed and implemented ITO, BPO and KPO outsourcing, change management, service delivery & the optimization of P&L performance through high-performing teams.
- Works effectively in a senior team and on own initiative defining and implementing transformation strategies & delivering value-added solutions that promote profitable growth, reduced operating cost and a positive organizational identity.
- Lean Six Sigma Black Belt certified.

CAREER HIGHLIGHTS

- **Nov 2015 Present – Kantar Media – Interim Chief Information Officer (CIO) and Head of Platform Transformation**
 - Kantar Media is a \$900m global division of WPP that delivers currency data and insights to the advertising and media industry on Advertising Intelligence, Audience Intelligence, Reputation Intelligence and Consumer Intelligence. Kantar Media operates in more than 45 countries and is currently undergoing a transformation to re-organize the business and to fully integrate existing products and services to deliver new solutions across business sectors.
 - Created Platform Transformation strategy and business case. Initiated programme to re-organize / re-structure a highly fragmented global IT App Dev team of around 700 FTE and Operations team of 5,000 to simplify operations, deliver savings and to develop a 3 year solution roadmap across the global Kantar Media data collection, data processing and client delivery systems in a rapidly changing & highly complex media measurement environment.
 - Led RFP for ITO / BPO Services to converge operations and to deliver productivity savings.
- **Aug 2014 to Oct 2015 – UNIT4 Business Software – Interim Chief Information Officer (CIO)**
 - UNIT4 is a €500m Private Equity owned Business Software Company that produces the Agresso (Unit4 Business World) and Coda ERP platforms. Unit4 underwent an end-to-end Private Equity backed enterprise transformation to create value by restructuring the business from a highly federated collection of local businesses with operations in 26 countries to a simplified, converged, cost effective global business managed by function.
 - Defined the IT strategy and led the execution of the IT Transformation to converge people, processes, platforms, IT infrastructure and applications to create a global enabling IT capability.
 - Led RFI / RFP for full IT Infrastructure, Application, Desktop services, IT Help Desk support and managed the transition to ITO to simplify fragmented operations and technologies.
 - Led remediation programmes to rectify broken / delayed programmes managed by other parts of the business (including Salesforce Sales Cloud CRM, SteelBrick CPQ, Service Cloud)
- **May 2011 to Dec 2013 – The Aurora Group – MD & Chief Operating Officer (COO)**
 - Led a Transformation programme to react to an industry technology shift, integration of acquired businesses and to deliver end-to-end efficiencies in the operations and supply chain.
 - Deployed Salesforce CRM, upgraded Technology platforms, rationalised business processes, outsourced software development and operations and prepared the business for a Trade Sale
- **Jan 2009 to Apr 2011 - The Nielsen Company – SVP Global Business Services (Global Media)**
 - Member of Nielsen Executive Committee responsible for 3,500 Global IT, Engineering, Ops & Field staff in 48 countries measuring what Consumers Watch on a variety of digital platforms
 - Accountable for service delivery / transformation of IT, Operations and Engineering service delivery to support revenues of US \$370m. Led post-merger integration of a \$170m Intl business

CAREER HIGHLIGHTS (Cont'd)

- **Mar 2007 to Dec 2008 - The Nielsen Company – SVP Global Business Services (Global Ops)**
 - Led the Transformation of the Global Operations team of 8,000 employees across 110 countries during a major Private Equity backed Transformation as Head of Global Operations and member of the Nielsen Executive Committee.
 - Created a Global Shared Service / Operations Centre of Excellence responsible for the Service Delivery of all Nielsen Company Retail Measurement, Custom Research and Audience Measurement products and services supporting \$5b in revenue. Managed a \$320m budget and delivered significant performance improvements and \$60m cost savings.
- **Apr 2004 – Mar 2007- Nielsen Media Research, US – SVP and CIO National IT & Operations**
 - Re-located to Florida from the UK at the personal request of the Chairman and CEO of VNU's Media Measurement and Information division to lead a major Digital Transformation Programme during a significant technology change in the US TV Industry to retain \$1.2b revenue
 - Led Nielsen Media Research's National IT and Operations team of over 225 onshore and offshore IT developers and over 200 production staff to deliver "Time Shifted Viewing" and "Digital Switch Over" programmes to measure viewing from Digital Video Recorders and to manage the US transition from Analogue to Digital TV transmissions.
- **2001 – 2004 - Nielsen Media Research International - Director Global IT Systems & Operations**
 - Head of Global Advertiser Information IT Systems.
 - Led Programme to harmonise Advertising Information Services products, systems and operations across three regions and 23 countries.
- **1990 – 2001- Media Monitoring Services Ltd – Business Owner, Entrepreneur & IT / Ops Director**
 - Co-owned and built from first principles a rapidly growing £15m multi-national business providing B2B services to Media Owners, Advertising Agencies and Advertisers with subsidiaries in Australia, HK and China. Developed real time web enabled IT systems and products
 - Successfully sold business to ACNielsen creating significant value (1 x revenue)
- **1982 – 1990 - Royal Navy – Executive Officer in a variety of "Front of House" Leadership roles**

KEY SKILLS & EXPERTISE

- Expertise in developing and implementing IT and Digital Operations Transformation strategies to simplify operations and deliver efficiencies and shareholder value in multinational businesses.
- ITO & BPO, Change Management, large scale Program Management, Post-Merger Integration, Operational Improvement, Cost Leadership & Lean Six Sigma.
- Skilled at managing large scale global IT and operations teams, driving consolidation of corporate foot print, and convergence of infrastructure, technology and processes.
- Demonstrable ability to take a strategic vision, develop a plan and translate it into practical actions
- Well-developed team building, team development and individual empowerment expertise
- Confident, articulate, and persuasive communicator, presenter, and negotiator to C-Suite level
- Skilled at managing a complex matrix of relationships, networks, and networking opportunities
- Well-developed macro and micro planning, organisational, and resource management abilities
- Innovative and lateral thinker with excellent analysis and problem solving skills
- Effectively delivers operational and technology outsourcing programs creating \$multi-million savings
- Brings Transparency and Visibility through Customer focused KPIs and metrics
- Successfully transitioned over 3000 IT and Operations positions offshore through ITO and BPO

PROFESSIONAL EXPERIENCE

Kantar Media – Chief Information Officer (CIO) & Head of Platform Transformation 2015 – Present

Reporting directly to the CEO and responsible for leading the IT Transformation of a highly fragmented global IT team of 700 across a global business. The business has been run in a decentralised federated way with multiple independent businesses and IT teams across more than 45 countries operating under a loose IT governance.

UNIT4 Business Software – Interim Chief Information Officer (CIO)

2014 – 2015

Responsible for leading the IT Transformation of a highly fragmented Private Equity owned global technology business. The business had been run in a decentralised federated way with multiple independent businesses and IT teams across 26 countries operating under a loose IT governance.

- Created transparency around “As-Is” state. (Granular data collected for the first time around the current IT Infrastructure and application environment and ERP programme assessment)
- Defined “To-Be” Target Operating Model in terms of people, platforms, processes & applications
- Created unified global IT organisational structure and team and upskilled key areas.
- Created and presented Business Case for IT Transformation to Unit4 and Advent Intl PE
- Led ITO outsourcing RFI / FRP process and implementation of full IT Infrastructure outsourcing
- Created Transformation programmes to converge highly fragmented infrastructure environment (42 data centres, numerous ERP platforms, multiple technologies, applications and platforms)
- Led IT fit-out out of 3 new 750 seat facilities / hubs of in Poland, Spain and Portugal
- Led the Transition to the ITO (including the re-badging of staff)
- Led global remediation of Force.com suite of products (CRM, ServiceCloud, CPQ) previously managed by other parts of the business

The Aurora Group – MD & Chief Operating Officer

2011 – 2013

Manage circa 300 staff at 4 UK / ROI locations and multiple International Sales and Distribution Hubs. Responsible for P&L, revenue of approx. \$150m

- Implemented enterprise transformation / improvement programs to prepare the business for a trade sale.
- Created Ecommerce sales channel and Led Salesforce CRM software deployment
- Rationalised business processes & outsourced software development and operations
- Created Product Development, Product Engineering and Product Management teams and improved NPD, testing and compliance.
- Created a Shared Service team and laid the foundation for Service Delivery and Revenue Growth
- Optimised the Supply Chain and prepared the business operations for a potential Trade Sale
- Increased transparency, implementing Operational dashboards and KPI's and conducted and Performance Improvement reviews to focus on execution performance
- Developed effective International Sales and Distribution Hubs
- Developed strategic partnerships and convergence plans to hit key ROI targets

The Nielsen Company – SVP Global Business Services (Global Media)

2009 – 2011

Responsible for 3,500 Intl Technology, Engineering, Operations and Field, staff in 48 countries, reporting to The Nielsen Company COO and the President of Global Media. Accountable for delivery of Information Technology, Operations, Engineering and Shared Service and teams and revenues of over US \$370m

- Member of the Executive Committee responsible for the Intl Media Businesses
- Eliminated duplicate operations and processes through ITO, BPO and KPO and led the convergence of technology and infrastructure platforms to deliver \$multi-million saves
- Created International Media Shared Service Operations, Technology and Engineering teams
- Led the post-acquisition integration of AGB, an acquired company headquartered in Lugarno, Switzerland with operations in over 30 countries and revenues of \$170 Million
- Led the post-acquisition integration of AGB Labs, a 3rd party Electronic design and Manufacturing company located in Slovenia
- Led the post-acquisition integration of Media Instruments, a 3rd party Electronic design and Manufacturing company located in Milan
- Led the Technology, Engineering & Operations of CCData JV in Beijing, China to measure TV Audience Measurement from Set Top Box Cable TV viewing data

The Nielsen Company – SVP Global Business Services (Global Operations)

2007 – 2008

Created and led the in-house Input Validation Processing and Output Operations teams of around 8,000 employees across 110 countries with a \$320m budget, reporting directly to the Nielsen Company COO.

- Member of the Nielsen Executive Committee Responsible for the Service Delivery of all Nielsen Company Retail Measurement, Custom Research and Audience Measurement products and services delivered by The Nielsen Company in-house Operations Teams
- Led the Operations Transformation from local management to Global Shared Service Structures (Global Business Services) following the \$12b PE acquisition of the Nielsen Company
- Created and led the Global Operations team, which were previously managed locally by hundreds of different Business Unit Country Managers
- Created increased transparency of service levels through implementation of client focused Global metrics and KPIs to create visibility and track operational performance. Significantly service delivery
- Delivered \$60m savings by de-layering organizational structures, off-shoring 2,500 positions through BPO, simplifying processes through Business Process Re-engineering and re-structuring activities

Nielsen Media, US – SVP and CIO National Operations

2004 – 2007

Led Nielsen Media Research's National Operations and technology team, managed the National IT team of over 225 onshore and offshore IT developers and over 200 production staff.

- Re-located to Florida from the UK at the personal request of the Chairman and CEO of VNU's Media Measurement and Information division to lead a major Operations and Technology Program
- Navigated team through a period of transformational change in the US TV industry – the introduction of Time Shifted Viewing – the whole \$1.2b division depended on this technology
- The business itself is the 'Currency' of the \$60b US TV Advertising Industry: TV Ratings are an essential part of the buying / selling transaction of TV Advertising sales
- Created a harmonized IT and Operations team, which was previously organized in silos, moving a large number of IT positions offshore to increase capacity and improve capability
- Program managed major re-engineering of the NMR technology platform to enable the simultaneous reporting of three streams of TV viewing data
- Delivered increased capacity and capability + cost savings through ITO and BPO

Nielsen Media Research International - Director Global Systems & Operations

2001 – 2004

Head of Global Advertising Information Systems harmonizing Advertising Information Services (AIS) platforms, products and systems across three regions and 23 countries.

- Member of the ACNielsen Media International/Nielsen Media Research International (NMRI) Operating Committee and Executive Team
- Shaped and implemented the company's strategy to harmonize platforms, products and solutions
- Transformed a collection of independent International operations into a cohesive business unit

Media Monitoring Services Ltd (MMS) – Business Owner, Entrepreneur & Director

1990 – 2001

Co-owned and built from first principles a start-up Advertising Information Services business providing B2B services to Media Owners, Advertising Agencies and Advertisers with subsidiaries in Australia, HK & China and employing over 300 staff

- Developed real time web enabled Solutions and Services
- Grew to the business to revenues of £15m and achieved a 95% market share against ACNielsen-owned Media Expenditure Analysis Services (MEAL)
- Acquired, relocated and integrated a Direct Mail monitoring business employing 50 staff
- Successfully sold business to the public company ACNielsen creating significant value (1 x revenue)
- Integrated the two businesses, closing the incumbent operation and consolidating 5 facilities

Royal Navy – UK Executive Officer

1982 – 1990

BSc (Hons), Geology, University of London, Kings College.

Lean Six Sigma Executive, Black Belt certified

ACNielsen Chairman's Award for Excellence 2000 for the successful integration of MMS Ltd into ACNielsen