**Tahir Anjam, FCCA**

**Profile**

Finance Director, a client centric business partner proven to add value through enabling and executing strategy, resulting in operational and financial performance improvement. Built and managed teams and systems across international growth, M&A, transformation.

**Skills and knowledge**

Strategic Leadership Commercial M&A Perf improvement

Change agent Prog/project mgt Shared services Transformation Coach, L&D

Governance Target op model Finance org chart Upskill Modernise

Recruit Budget/modelling FP&A MI & reporting Dashboards

Realign variances Forecast Controls & risk WIP valuation Revenue recognition

Year-end close Consolidation Tax Transfer pricing Statutory

Compliance IFRS/FRS102 UK/US GAAP SOX HMRC SAO

Auditors Audit committee Co secretarial Partner earnings Pension

Pricing/bid support Fund raising Treasury Bank covenants Influence

Innovative Solutions Relationship mgt Trusted advisor

IT systems: select, implement, process improvement, and in-house and outsourced IT. SAP (Business Objects), Oracle (P’Soft & Essbase), MS Dynamics roll out, Elite 3E roll out, MS Office, ERP and bespoke.

**Work summary**

2012 – date 3 interim roles in law firms: Simmons £300m (UK CFO), Beachcroft £200m

(Deputy Group FD), Olswang £135m (Group FD)

2005 – 2012 Ernst & Young LLP Consultancy $28bn Finance Director

2003 – 2004 Business Objects Inc (SAP) BI software $1bn Financial Controller

1998 – 2003 Genus Plc Consultancy £400m Division Group FD

1994 – 1997 Opt-Tel Ltd Telecoms £30m Group Controller

1989 – 1993 KPMG LLP Consultancy $24bn Audit Manager

**Experience and results**

2015 **Simmons & Simmons LLP,** global law firm, £300m

- date Interim UK CFO, reported to Group CFO, Managing Partner and UK Board

24 offices, 6 directs, 38 in team, 100+ in finance, Microsoft Dynamics AX ERP software

Role: support UK Partners, budget, forecast, MI reporting, pricing and transformation.

* Strategy and Business Partnering; introduced KPIs to improve unit margin to 40%, supported BD pricing, pitch, profitability analysis, new bill rates and launched FinTech fund. Cut lock up by 10 days and reduced WIP £10m Updated lawyer training slides and bonus scheme.
* System; improved the new Microsoft Dynamics AX ERP software/system by requesting bugs fixes to core ledgers, defined reports, retrained users and automated routines. Modernised and documented controls and processes.
* Finance/team; budget, MI reporting, reduced flight risk by increasing permanent mix in the team from 15% to 40%. Motivated and energised staff burnt out from a 4 year software roll out. Restructured billing team to align practice groups leading to faster and first time right billing. Addressed a long list of audit control and risk weaknesses from previous audit. Reviewed all balance sheet reconciliations, fixing errors of £4m.
* Other; COFA log, planning for shared services, weekly cash forecast, supported payments to Partners, DB pension and supported company/P’ship secretary.

2013 **DAC Beachcroft LLP**, international law firm, £200m

- 2015 Interim Deputy Group FD, reported to the Group FD (new to legal) and Managing Partner.

Member of Finance Executive and attended Audit Committee.

5 countries, 3 directs, 10 in team, 85 in finance shared services, Elite 3E software

Role: plan, budget, MI reporting, year-end consolidation, group/SAR audit, transformation.

* Strategy and Business Partner; challenged Group Heads, underperforming units and WIP/revenue recognition valuations resulting in a 4% rise in margin. Reduced lock-up 20 days. Renewed bank facility and covenants, raising an extra £10m for overseas investment.
* System; reduced multi databases into one to have one version of the truth for reporting. Drafted business case to replace old unsupported accounting software.
* Finance/team; saved 3 months Vs prior year in closing y-end group audit, protected the flash Partner profit number during audit, prepared policy change papers for Auditors, attended Audit Committee. Filed reports with multilateral banks ensuring no breach of covenant.
* Led agile projects:
  + Shorter monthly close saving 4 days and improved MI reporting pack. Created a dashboard to share flash result. Improved consolidation process by automation, validation checklist and adding missing DB pension, dividend, tax and fx entries.
  + Upskilled and coached Finance Manager and team, and modernised processes and controls within the reporting and transactional team. Proposed full staff development plan.
  + Reviewed balance sheet improving risk and control. Corrected errors of £7m.
  + Conversion of UK GAAP to FRS102. Unified overseas offices onto Group policy.
* Other: budget, modelling, sounding board, trusted advisor, advised on new Governance, new target operating model, new entity structure, new finance organisation chart, drafted accounting manual, coached staff, supported Partner distributions and tax, filed statutory accounts in UK GAAP, COFA log, transfer pricing, insurance renewal, led weekly cash forecasts, supported company/P’ship secretary and facilities.

2012 **Olswang LLP,** international law firm, £135m

- 2012 Interim Group FD, reported to COO (new to legal), Managing Partner, Board, Audit Committee

6 countries, 4 directs, 16 in team, 35 in finance, Elite 3E

Role: budget, MI reporting, year-end, group/SAR audit, COFA, transformation.

* Strategy and Business Partnering; tabled options to improve profit by 25-50% (outsourcing, shared services, closing loss making units, exiting Partners, better leverage). Achieved 20% revenue and 35% profit growth. End-to-end transformation to cut discounts, improve margin 5%, time recording +100 hrs/FTE, robust engagement letters and quicker billing. Cut WIP/debtors by 25 days leading to +£5m cash to trigger earlier Partner distributions.
* System; rolled out Elite 3E software. Managed programme focused on reporting, training PA to raise bills and fixing bugs (RAID logs, RAPID process).
* Finance/team; monitored daily KPIs, realigned variances, financial analysis, modelling and insight for Business Development on key clients and new bids. Saved 4 months Vs prior year in closing group audit. Led shorter monthly close saving 4 days and improved MI reporting pack. Bank filings ensuring no breach of covenant. Invigorated and inspired disgruntled staff; improved morale, set new goals, upskilled and organised learning and development.
* Led 1st ever; year-end WIP sign off by Partners, linked Partner distribution payments to lock-up, new investment vehicle saving tax £1m, COO discount sign-off criteria improving margin 3% and currency hedge protecting €5m of Euro profit.
* Other; budget and modelling, improved MI reporting, managed weekly cash forecast, consolidation, filed statutory accounts in UK GAAP, tax, supported company/P’ship secretary, simplified entity structure and provided lawyer training.

2005 **Ernst & Young LLP,** global consultancy, $28bn

- 2012 a) Finance Director, reported to the Global CFO, attended Board

144 countries, 3 Areas, 4 directs, 60 in team, 230+ in finance, Essbase and PeopleSoft software

Role: execute strategy, performance improvement, FP&A, and statutory accounts/audit.

* Strategic/commercial; supported Global Partners building a new $5bn service line, realigned P&L variances, modelling, hiring freezes, resulting in +4% margin. Due diligence for $90m consultancy and IT acquisitions and $30m disposal of poor performing unit. Saved $300m by outsourcing, cost synergies and centralisation. Mooted bank captive saving $100m.
* Shared service centre (SSC); grew demand for SSC by improving the customer experience and service quality, streamlined processing and improved controls/risk for order to cash (+$150m), procure to pay (saved time cost by e-centralising), and record to report (accuracy, insight, dashboard and analysis). Improved KPIs, lean solutions, remote teaming and talent retention. Improved credit control by $100m. Coach and mentor to employees.
* Programmes/projects; chair/member of steering committees and worked with GCO to facilitate initiatives, e.g. area restructure saving $10m, managed $600m IT capex/opex budget, monitoring project costing saved $30m of duplicated cost, ERP transformation.
* Other; consolidation, statutory accounts, Audit Committee, ext/int audit, treasury, tax, transfer pricing, HMRC SAO certification, managed Partner earnings, contract negotiations.

b) Associate Director, Finance, 8 directs leveraging 230+ on/off-shore staff

Role: lead FP&A for Partners.

* Core; managed budget and reporting via Balanced Scorecard, realigned performance to forecast, led ROI for $3bn annual HQ operations, owned $600m P&L and $300m inv fund.
* Transformation; teamed to create 1st EY shared service centre (SSC) saving $30m, hired best in class team, automated and centralised processes/sub functions, encouraged C-suite to engage with SSC to develop a client centric service, and drafted accounting policies.

2003 **Business Objects Inc (now SAP),** BI software, $1bn

- 2004 Financial Controller EMEA, reported to the EMEA FD

4 countries, 4 directs, 10 in team, 30 in finance, PeopleSoft and Biz Obj 9-d software

Role: budgeting, MI reporting, year-end, pricing and pitch data analysis for BD.

* Owned $400m P&L for Nasdaq and Euronext listed company.
* Managed US GAAP reporting, SOP/VSOE licence, revenue recognition and SOX.
* Facilitated 20% revenue growth supporting Business Development teams with data analysis for pricing and bids. Led year-end close, audit, statutory, treasury, tax.
* Supported the Oracle to PeopleSoft ERP implementation.

1998 **Genus Plc**, consultancy division (IT software, market research, pharma, Govt aid), £400m

- 2003 Divisional Group Finance and IT Director, reported to Group FD, attended Plc Board

4 countries, 4 directs, 30 in finance, DSR Resource software

Role: support a buy and build strategy, and MBO.

* Raised £8m on AIM market, led financial due diligence for 3 acquisitions and S&P agreements dealing with lawyers, tax advisors. Managed licence subscription sales, JVs.
* Post merger integration; saved £5m cost synergies by creating shared services, using one ERP, hiving 22 companies into 1 division. Assembled high performing team.
* Increased revenue 2x, profit 5x and new product sales £2m. Led subsidiary trade sale to a FTSE 250 company. Achieved 4x ROI. Considered MBO.

1994 **Opt-Tel Ltd,** telecoms, £30m

- 1997 Group Financial Controller, reported to Group FD, a Private Equity backed investment

5 countries, 4 directs, 10 in finance

Role: Controller duties for this paced high growth company.

* Raised £5m from PE house. Managed finance through growth of 40% sales and 2x EBITDA. Enriched MI reporting pack and cut timeline 3 days. Achieved 43x ROI in trade sale.

1989 **KPMG LLP,** global consultancy, $24bn

- 1993 Audit Manager, reported to Audit Partners

* Led teams to plan and execute audits within budget.
* Secondment in industry.

**Additional information**

Qualification: ACCA – first time passes

University: Accountancy at Huddersfield University

CPD: IFRS/FRS102, LLP SORP, SAR, strategic planning, influencing, virtual teaming, coaching.

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Interests: Cycling, running, theatre, autobiographies, Lancashire U-19 cricket aged 17.