**IAN GOUGE**

**FTSE 100 IT DIRECTOR / GLOBAL PROGRAMME DIRECTOR / SERVICE DELIVERY CHAMPION**

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An inspirational Senior Information Technology professional, passionate about service delivery and people engagement, with wide-ranging experience majoring on transformational change and programme delivery at Director level. Proven track record in managing IT functions, organisational redesign, service improvement, programme and solutions’ delivery, and strategy definition and execution. Accomplished in Customer and Supplier engagement, and with an extremely broad International exposure. UK IT Director for a FTSE 100 company for 6 years.

**INTERNATIONAL EXPERIENCE**

UK - USA - Australia - Belgium - China - Denmark - Finland - France - Germany - Hong Kong - India - Ireland - Italy - Japan - Netherlands - Portugal - Singapore - Spain - Sweden - Switzerland

SKILLS

IT Strategy - Operational IT Management - Change Management - Outsourcing - Business Process Engineering & Business Transformation - Programme Management - IT Service Management & ITIL - Project Delivery - Stakeholder Management - IT Governance - Communication - Budget Management (to c. £20m pa OpEx) - Staff Management (to c. 150) - Supplier Management - ERP / SAP - Business Applications & Solutions Delivery - Mergers, Acquisitions & Divestments

**MAJOR ACHIEVEMENTS**

* The successful restructuring and turnaround of IT organisations in multiple businesses, leading to improvements in service levels, service definition and reporting, cost reductions, and staff productivity.
* Strategic planning and leadership for IT Service Management across a global IT function, including having direct reports in countries outside the UK.
* Delivery and management of IT Shared Service functions across multiple geographies.
* Delivery of business applications programmes in multiple industries including a SAP roll-out, international logistics systems, finance systems, e-commerce initiatives, business intelligence suites, HR applications.
* Delivery of enhanced IT control, governance and engagement processes and procedures into general business operation.
* IT lead during major business process transformation programmes (including Lean).
* Definition of and delivery on cost reduction initiatives, achieving year-on-year budget savings.
* Introduction and execution of structured communications programmes for staff and customers, including highly visible personal commitment to delivering content.
* Management of relationships with major suppliers and third parties.

**INDUSTRY EXPERIENCE**

Construction - Freight Forwarding - Wholesale Distribution - Steel Production - Telecommunications - Manufacturing - Insurance - Food Retailing - General Retailing - Education - Local Government - Software

**EDUCATION**

B.A Honours Degree in English Literature from Southampton University (2:1)

PROFESSIONAL EXPERIENCE April 2015 to Present

Since my last role I have taken a break and with that the opportunity to spend quality time with my family. Additionally I have spent some significant time writing, not only finishing a novel I had been working on for a while, but I have also written some other creative pieces.

Professionally, I have set-up my own limited company for consultancy and contract purposes, and have been very active in posting articles on LinkedIn. Having been active in the core recruitment market since the end of the Summer, I have been shortlisted for roles a follows: last six for a Group IT Director role, and last four for a Business Solutions Director post - in both cases losing out to candidates with greater relevant industry experience. I have on two occasions failed to land IT contract / advisory assignments for being "too senior".

Balfour Beatty (Newcastle) September 14 to March 15

Balfour Beatty is the UK’s leading international infrastructure group. It finances, develops, builds and maintains innovative and efficient infrastructure that underpins daily life. Annual revenue c. £5b.

**Director of Service Delivery and Service Management**

Responsible beginning the turnaround of the IT Shared Service centre, including responsibility for and deliveries from Operations, Service Desk, Service Management, Request Fulfilment, Procurement, Service Design.

“It's been a real pleasure working for Ian at Balfour Beatty. Ian has been a very much 'hands on' Director, keen to understand and fix issues as well as improving the departmental culture during a period of significant change. Although I've not directly reported into Ian, he's always been quick to help me and grateful for any work that I've completed. In addition, Ian has operated in an open and transparent manner which I respect.” - Team Member

Panalpina (Basel, Switzerland & Singapore) February 13 to July 14

The Panalpina Group is one of the world's leading providers of supply chain solutions, combining its core products of Air Freight, Ocean Freight, and Logistics to deliver globally integrated, tailor-made end-to-end solutions. The Panalpina Group operates a global network in more than 80 countries, and works with partner companies in a further 80 countries. Panalpina employs around 15,000 people worldwide. Annual revenue c. 7 billion CHF.

Head of Business Solutions, Asia-Pacific January 14 to July 14

Act as the In-Market connection between the Region and IT as a whole. Deliver the 'Think' part of IT, and translate business needs into delivery strategies including precise requests for submission to 'Build' with clear focus on customer-facing systems.

Geographic responsibility in the Region: Singapore, Hong Kong, China, Japan, India, Australia, New Zealand, South Korea, Taiwan, Malaysia, the Philippines, Indonesia.

Interim IT Business Change Manager (dual role) July 13 to December 13

My role was expanded to include the programme management of a major transformational change programme being undertaken throughout the global IT organisation. This programme included organisational redesign and definitions of core strategies including defining an IT resourcing strategy globally and working on an in-memory computing initiative.

Interim Head of IT Operations (dual role) February 13 to November 13

Recruited to facilitate a change in the IT Leadership Team, and to manage a core IT corporate function through a significant period of transition. Responsible for re-energising and re-purposing the IT operations function in Basel, Switzerland, which included network and communications, datacenter management, workplace environment, SAP Basis, and PC Support. Also responsible for driving an embryonic programme of change in the area of IT Service Management.

“Ian and I worked together during his time as ad interim IT Transformation Manager where we were both part of the IT Leadership Group reporting to the CIO. I experienced Ian as a deeply rational, experienced IT manager who understands the complexity and challenges of corporate functions in larger organizations. Ian gives high importance to team work (with peers and within the departments he’s leading), coaching and mentoring but knows also when to apply a strict management approach in more turbulent times and where an effective change management is critical. Ian has a very positive, open and friendly attitude which, coupled with his professionalism, made it a pleasure to work him.” - Peer

**Wolseley February 06 to July 12**

**(North Yorkshire base plus Leamington Spa, Reading, Newport News, Aarhus & Lyon)**

Global wholesale distributor / retailer, primarily in plumbing, heating and sanitary ware. European and US turnover of c. £13bn and with 40k+ staff. (peak responsibilities were headcount c. 150 and budget c. £20m+ pa)

IT Director (UK and Global) November 06 - July 12

Led the core UK IT function, including effecting the transition from being a business-owned department to acting as an in-house service provider. Full responsibility across all aspects of IT delivery: application development, service management, support, operations, programmes and projects, procurement and governance. Managed the turnaround of the IT function, including service and project delivery, staff skill-sets and morale, and business engagement and reporting. Delivered significant business applications programmes including local and international logistics systems, finance systems, e-commerce initiatives, business intelligence suites, HR applications.

Also promoted to drive IT Service Management improvements across the entire Group IT function (UK, US, Denmark and France), responsibilities that were executed against a background of a Shared Services portfolio and in a matrix organisation.

Business Relationship Manager February 06 - October 06

Set-up an embryonic Business Relationship Management function in the UK IT organisation. Promoted to lead the UK Technology Centre after just a few months.

“Ian acted as an "internal service provider" to Wolseley UK, a service which was provided in a focused and professional manner, and with a commerciality that was vital during what were quite difficult times in the business. He also effectively managed very complex matrix relationships within the group during some turbulent periods politically.” - Customer

“Ian is an experienced IT professional with an detailed understanding of the operation of IT functions within large enterprises. During his time with Wolseley he made a number of improvements to the UK IT organisation - particularly in the area of project delivery and cost base management. He also played a key role in driving improvements in service management across the Group. Ian was an integral part of the IT leadership team within the Group and well regarded by his peers and direct reports.” - Manager

“Ian and I worked together at Wolseley where he provided technical resource and expertise to me on a global HR system implementation and other business projects. Ian is the ultimate IT service professional: he fully understands the needs of the business and works extremely hard to develop a sustainable partnership that ensures delivery and total satisfaction.” – Customer

“Ian’s ability to communicate a clear vision along with an inclusive leadership style set him apart from many IT Executives. Ian has the ability to develop high performing teams, identifying individuals’ strengths and pockets of excellence, ensuring they are harnessed and replicated across the enterprise. Ian has transformed an isolated, inward looking IT department to one that is now engaged with its customer, focused on delivering business value and solid customer service. Ian has embedded positive business change and leaves Wolseley IT in a strong position. He is held in high regard by the people that have worked for him along with his colleagues across the Globe. I would have no qualms working for Ian again in the future.” - Direct Report

Outokumpu Stainless (Sheffield) Mar 03 to Nov 05

Finnish-owned global steel and alloys manufacturer; turnover c. €5bn employing c 16k staff.

IT Director

I was recruited to salvage a failing IT function and lead it through a major transition programme, with dual business process and IT delivery perspectives. Key measures of success revolved around strategy definition, UK-wide SAP implementation, Lean business process implementation, and IT function transformation.

“Ian was a business focussed Senior Manager who had a clear vision for the role of ICT in the organisation which he clearly communicated to both senior management and his staff. His skills in Business Transformation were clearly demonstrated through a major restructure and change of focus within the ICT Service aligning the service fully to the needs of the business. Ian was a pleasure to work with and was highly respected by his peers and staff.” - Direct Report

Energis later Cable and Wireless (Leeds base & Reading) Mar 00 to Dec 02

Part of Cable & Wireless (now Vodafone), a global telecommunications and hosting company; turnover c. £2bn with c. 6k staff.

**Various senior IT leadership roles (Head of Application Development, Group Programme Manager,**

Head of Business Improvement)

Variously reporting into the CIO, Business Improvement Director and Commercial Director; peak responsibilities were headcount c. 40 and budget c. £5m+ pa

I was recruited into Planet Online to restructure and turnaround under-performing customer-facing Consultancy and Project Management functions.

“A talented, creative and inspirational leader, with strategic insight and the ability to clearly identify and articulate solutions to complex business problems. Very highly thought of by his peers and colleagues, Ian leads from the front, providing guidance and support to advance the careers of others, whilst addressing immediate business needs. His infectious enthusiasm and pragmatic approach would make him an asset to any senior leadership team.” - Direct Report

**DePuy International (Leeds) Jan 97 to Nov 99**

Medical device / implant manufacturer (part of Johnson & Johnson); turnover c. $5bn with c. 5k staff.

IT Director

Recruited to replace the incumbent IT director and to lead the wholesale transformation of the IT function, including strategy definition, all programme and project deliveries, international collaborations, and M&A work. Succeeded in delivering major improvements in IT service delivery, a revitalised organisation, improved processes and cost savings.

Sun Alliance (Bristol base) Jul 88 to Dec 96

International Insurer in General, Life and Marine insurance. Now as RSA, turnover c. £8bn in premiums with c 23k staff worldwide.

Programme Controller / Project Manager / European Consultant

Initially recruited as a contract Project Manager, I then joined the company as a European Consultant to lead international applications projects and consultancy across Europe for a segment of Life business. In addition to building a programme team and delivering projects, I was responsible for steering non-UK projects and proving consultancy input to other European Life businesses. Later, as Programme Controller, I went on to lead IT for a specific segment of General insurance business, including strategy definition, team building, delivery of applications and services etc. Also worked alongside business unit management in a major change initiative which was underpinned by the IT delivery.

EARLIER ROLES

Praxis - Analyst Programmer (contract) (Bath); J Sainsbury - Senior Analyst (London); Marks & Spencer - Senior Analyst (contract) (London); City & Guilds - Programming Team Leader (London); West Sussex County Council - Programmer (Chichester)

EXECUTIVE TRAINING

DDI, Executive Assessment Centre, Stoke Poges (2011)

IMD, Executive Development Programme, Lausanne, Switzerland (2010)

Executive Development Programme, Outokumpu (2004)

INTERESTS

Reading; Writing (with several works published on Amazon Kindle - fiction and poetry [www.amazon.com/author/iangouge](http://www.amazon.com/author/iangouge); Photography (with a selection of my photographs posted in a 'PinIt' page <https://uk.pinterest.com/iangouge/photographs/>); Cinema, especially Westerns and films from 40s & 50s; Sport, both watching and playing, including participations of varying quality in football, cricket, golf, badminton (I also ran the 2010 London marathon); Art and Art History.