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| **Tahir Anjam**  **Interim Finance Director** | [tanjam@virginmedia.com](mailto:tanjam@virginmedia.com) 07767 618 860  uk.linkedin.com/pub/tahir-anjam/20/27a/a85 |

**Profile:**

Senior Interim Finance Executive with track record of working with the Board to steer initiatives resulting in performance improvement. Focus on strategy execution, commercial and operational projects, e.g., growth, metrics and drivers, pricing, transformation, and better connectivity between front and back office operations.

**Expertise and achievements:**

* Leadership / management: business partnering and collaboration with the Board and practice group leaders, e.g., 3 year business plans and executing strategy. Influencing stakeholders and managing £50m to $600m P&L’s.
* Performance improvement: challenging practice groups to increase sales up to 150%, profit x5, and reduce cost base by up to $300m. Enhanced enterprise value 43x. Launched new services and products creating £30m to $5bn global business segments. Improved working capital, lock-up and order to cash by $100m. An agent for change / realignment to achieve forecast.
* Transformation: within business as usual, turnaround, MBO, trade sale, exit. M&A and JV experiences with full due diligence, investing £200m, market listing / placing. Embedding operations to drive revenue / cross selling synergies £20m and cost synergies £10m. Changed operating model: entity structures, governance, target operating model, risk, systems, people organisation, and processes. Built / managed shared service centres saving $30m. Mapping GAAP to IFRS / FRS for budget and reporting.
* Business development: supporting business development with pricing, modelling, subscriptions, deferred income and proposal analysis.
* Relationship management: investors, banks, auditors, lawyers, tax advisors, customers, and vendors.
* Programme / project management: highly regarded by Ernst & Young for leading, facilitating, executing and closing programmes / projects. Chaired and on steering committees.
* Teams: directed high performing service and best in class lean business support teams. Led finance function as well as IT, Facilities, Procurement and HR. Delivering a client centric service with 360° planning, insight and analysis. Led teams up to 230+ in shared service centres.
* Owned: organisation chart, budget, reporting, scenario / modelling, dashboards, forecast, year-end, statutory, internal / external audit, audit committee, transfer pricing, tax, Partner earnings, consolidation, pensions, UK/US GAAP, IFRS, HMRC SAO, company secretarial, SOX, revenue recognition, highly leveraged fund raising, treasury management, in-house and outsourced IT, estate management, hiring, learning and development, and coaching.
* IT systems: select, implement, outsource and process improvement. Oracle (P’Soft & Essbase), SAP (Business Objects), MS Dynamics, Elite 3E, MS Office, ERP and bespoke applications.

**Career highlights:**

**Simmons & Simmons LLP (interim),** law firm, 24 offices, £300m rev, finance team 100+, 2015 - date

**UK CFO,** reporting to the Group FD, Managing Partner and Management Committee

Role: planning, budgeting, reporting, year-end, audit, supporting UK Partners, transformation.

* Joined to fill a void and provide enhanced support to UK Partners and the UK Board.
* Lead budget, set new rates, launched new sector fund, COFA log and finance organisation chart. Current projects; shared services, staffing model, margin analysis, utilisation, under performing units, audit letter, reducing flight risk, MS Dynamics AX system roll out and training, documenting and automating accounting and business wide process transformation.

**DAC Beachcroft LLP,** law firm, 5 countries, £200m revenue, finance team 85, 2013 - 2015

**Finance Director / Group Controller (interim),** reporting to Group FD / COO, Board, Audit Comm

Role: A) functional (plan, budget, reporting, year-end, group / SAR audits, and B) transformation.

* Joined following release of COO and FD, and the hire of a new Group FD / COO. Trusted advisor.
* Led year-end close, saved 2 mths in statutory / SRA audits, presented to Audit Committee, managed press release and filings. Closed DB pension FRS17 valuation. Leveraged shared service centre.
* Challenged and drove fee earners to improve margin 4%, up-skilled staff (L&D and hiring).
* Other: led shorter monthly close, advised new Governance, new entity and finance organisation chart, accounting manual, lock-up, and new bank facility. Conversion from UK GAAP to FRS102. Budget. Partner equity accounting and tax. Treasury. Member of Finance Executive and Audit Committee. Sharing many ideas of best practice. Supporting COFA filing, insurance renewal, facilities procurement.

**Olswang LLP,** international law firm, 6 countries, £135m revenue, finance team 35, 2012 - 2013

**Group Finance Director (interim)**, reported to COO, Managing Partner and Board

Role: A) functional (budget, reporting, year-end close, group / SAR audits, COFA filing, Partnership accounting), and B) strategy / transformation.

* Joined post 4 year period of releasing 3 CFO / FDs, an under-performing team and new non-legal COO.
* Monitored daily KPIs and agreed budget, presenting scenario planning to the Board. Rolled out Elite 3E.
* Met 20% sales and 35% profit target. Led group audit and sign-off within 3 months (7 months last year). Supported COFA filing.
* Initiated transformation amongst Partners: reduced profit leakage (better pricing data, set hurdle rates to achieve, robust engagements letters, how to record more time, earlier billing, fee earner training), shorter monthly close, steps to increase profit by 50%.
* New org chart / outsourcing saving £2m. Upskilled staff. Reduced lock-up by £1m. Launched 1st ever: WIP sign off by Partners, Partner payments linked to lock-up, new investment vehicle, introduced COO discount sign-off criteria to improve profit £5m, currency hedge protecting €5m of profit, improved entity structure.

**Ernst & Young** **LLP,** global consultancy / accountancy, $24bn revenue, team 200+, 2005 - 2012

1. **Finance Director**, **Finance, 8 directs leveraging 200+ on / off-shore finance staff**

Role: Board role - execute strategy, business performance improvement, FP&A, audit and statutory close.

* Supported growth of new $5bn service line, measured performance and influenced unit leaders improving profit 4% points. Conducted unit P&L reviews, analysis and scenario planning. Saved $300m from outsourcing and centralisation. M&A due diligence and pricing for $20m IT acquisition, $70m consultancy acquisition and exit from under-performing unit. Mooted a bank captive saving $100m.
* Sold benefits of shared service centres to member countries to grow demand, improved quality / risk, processing (order to cash [+$150m], procure to pay [e-centralised], record to report [consistent, accurate, timely insights and analysis]), KPIs, lean solutions, remote teaming and talent retention. Empowered SSC staff to directly communicate with C-suite.
* Chair / member of project steering committees and worked with GCO (in-house lawyers) to facilitate initiatives with international profit centres, e.g. area restructure saving $10m, fully loaded project costing saving $30m duplicated cost, managed $600m IT capex/ opex, thought leadership proposals, finance system transformation. Trusted advisor to Partners.
* Compliance / other: statutory accounts, audit committee, external / internal audit, treasury, tax. HMRC SAO certification. Managed Partner earnings. Contract negotiations. Coach and mentor.

1. **Associate Director, Finance, 8 directs leveraging 200+ on / off-shore finance staff**

Role: lead Global FP&A for Executive Partners.

* Budget and reporting via Balanced Scorecard initiatives ensuring goal congruence, resolving spend / savings conflicts. Led ROI for $3bn annual HQ operations. Owned $600m P&L for Finance, HR, IT, Facilities, Business Development, Risk, Marketing, Communications.
* Managed $300m pa investment fund.
* Built, transitioned and managed 1st EY shared service centre saving $30m. Automated and centralised processes and sub functions. Improved working capital $100m. Drafted accounting policies.

**Business Objects Inc (now SAP) (interim),** ERP & BI software solutions, $1bn sales, team of 30, 2003-2004

**Group Financial Controller,** **EMEA**

Role: controller duties during high growth. Owned $400m P&L for Nasdaq and Euronext listed company.

* Managed US GAAP reporting, complying with SOP/VSOE licence, subscription, maintenance and support revenue recognition and SOX.
* Facilitated 20% revenue growth supporting Biz Dev with analysis for pricing, bids and pitching.
* Supported the Oracle to PeopleSoft ERP implementation. Audit, statutory, treasury, tax.

**Signature Brands Grp Plc**, branded FMCG, multi-site retail outlets, £50m turnover, 2001-2002

**Group Finance, Property & IT Director,** turnaround / re-structure and exit to PE house.

Role: 4 year plan to grow sales, increase enterprise value of highly leveraged business and exit.

* In 2 years, raised £7m to acquire 2 brands, open 30 concessions, +150% sales, save £2m cost synergies, reduce mark downs adding £1m to profit and relocated HQ. Led to +33% increase in enterprise value.

**Genus Plc,** consulting (software, digital market research, pharma, Govt & aid), £300m income, 1997-2001

**Divisional Group Finance & IT Director**, £30m income autonomous unit in buy, build & exit strategy

Role: post acquisition integration, lead / build new division in growth phase, reporting to the Plc Board.

* Raised £8m on AIM. Increased revenue 2x & profit 5x through M&A and new products £2m.
* Led trade sale to FTSE 250. Teamed with central facilities, HR and BD. Managed contracts and licence subscription sales. Managed JVs.
* Rationalised and hived 22 co’s into 1 div/co saving £2m. Achieved 4x ROI. MBO.

**Opt-Tel Group,** international telecoms, £20m turnover, 1995-1997

**EMEA Group Financial Controller,** for PE backed, past faced and high growth business

Role: manage finance and support operations through 40% sales growth and 2x EBITDA growth. 43x ROI.

* Raised £5m PE investment. Improved cash £3m. Enriched reporting pack.

**P&P,** food processing, £5m sales, 1993-1995

**Chief Accountant:** post MBO from major Plc, lead finance, IT and co secretarial

* Bid/won £6m NHS contract, secured £1m bank/grant funding for expansion. Improved margin 5%.

**KPMG,** global consultancy / accountancy, $23bn revenue, 1990-1993

**Manager, Audit**

* Managed teams to plan and successfully execute large audits within time cost budget.
* 3 month secondment in industry.

**Other:**

**Qualifications:** University (accountancy), ACCA 1991.

**Reside:** Berkshire, UK.

**CPD:**  IFRS, LLP SORP, SAR, strategic planning, coaching, influencing, virtual team.

**Interests:** Cycling, running, theatre, autobiographies. Cricket for Lancashire U-19.