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| **Tahir Anjam, Interim Finance** | tanjam@virginmedia.com 07767 618 860uk.linkedin.com/pub/tahir-anjam/20/27a/a85 |

**Profile:**

Interim finance executive with track record of working with the Board to set and execute strategy resulting in performance improvement. Leading commercial and operational projects focused on metrics and drivers for profit growth. Managing organisational and finance transformation and change programmes.

**Expertise and achievements:**

* Leadership / management: business partnering and collaboration with the Board and practice group leaders, e.g., 3 year business plans, executing strategic initiatives, influencing stakeholders.
* Performance improvement: challenging practice groups/units to increase sales up to 150%, profit x5, and reduce cost base by up to $300m. Enhanced ROI 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. Managed £20m to $600m P&L.
* 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.
* Shared services: built, managed and improved, saving $30m and delivering excellent service.
* Business development: proposal analysis, pricing, modelling, subscriptions and revenue recognition.
* Relationship management: investors, banks, auditors, lawyers, tax advisors, customers, and vendors.
* Programme / project management: leading, facilitating, executing and closing. Familiar with agile, waterfall, RAID logs, RAPID process, DMAICT/DPMO. Chaired and member of steering committees.
* Teams: led high performing and best in class lean business support teams. Managed finance function as well as IT, Facilities, Procurement and HR. Delivering a client centric service with 360° planning, insight and analysis. Led teams of 4 to 8 direct staff, 230+ in shared service centres.
* Owned: entity/finance org charts, budget, reporting, modelling, dashboards, forecast, year-end, statutory, audit committee, transfer pricing, tax, Partner earnings, consolidation, pensions, UK/US GAAP, IFRS, FRS102, HMRC SAO, co secretarial, SOX, revenue recognition, leveraged fund raising, treasury mgt, in-house and outsourced IT, estate mgt, hiring, learning and development, and coaching.
* IT systems: select, implement, outsource and process improvement. SAP (Business Objects), Oracle (P’Soft & Essbase), MS Dynamics roll out, Elite 3E roll out, MS Office, ERP and bespoke applications.

**Career highlights:**

**Simmons & Simmons LLP,** law firm, £300m revenue, 24 offices, finance team 100+, 2015 - date

**Interim UK CFO,** reporting to the UK Board, Managing Partner and Group CFO

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

* Provided enhanced support to UK Partners and the UK Board. Restructured billing team. New bonus scheme. Managed budget, set new rates, launched new sector fund, COFA log, modernised finance.
* Current projects; shared services, client profitability and margin analysis, under performing units, control and risk management, reducing staff flight risk, MS Dynamics roll out, documenting and automating business wide process transformation.

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

**Interim Deputy Finance Director,** reported to Managing Partner/GFD, Board, Audit Committee (AC)

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

* Led year-end close, saved 2 months in statutory / SRA audit, agreed policy change papers with Deloitte/AC. Closed DB pension FRS17 valuation. Leveraged shared services.
* Challenged fee earners to improve margin 4%, up-skilled staff (L&D and hiring).
* Other: sounding board, trusted advisor, refocused processes to drive a shorter monthly close, improved MI reports, advised new Governance, new entity / finance org chart, accounting manual, and renewed £50m bank facility/covenants. Conversion to FRS102. Budget. Partner distributions and tax. Treasury. Member of Finance Executive and Audit Committee. Supported COFA filing, insurance renewal, facilities. Integrated overseas office onto Group policy. Modernised finance.

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

**Interim Group Finance Director**, reported to the new COO, Managing Partner and Executive Board

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

* Agreed budget, presenting scenario planning to the Board. Rolled out Elite 3E ERP software.
* Monitored daily KPIs to drive 20% sales and 35% profit growth. Managed Partner distributions and tax.
* Led group audit and sign-off within 3 months (7 months last year). Supported COFA filing.
* Initiated transformation: reduced profit leakage (better pricing data, set hurdle rates to achieve, robust engagements letters, earlier billing, fee earner training), shorter monthly close, steps to increase profit by 50%. Managed bank relationship and funding ratios.
* New org chart / outsourcing saving £2m. Re-energised and upskilled staff to improve morale.
* Launched 1st ever: WIP sign off by Partners, Partner payments linked to lock-up added £5m, new investment vehicle, introduced COO discount sign-off criteria improving margin 3%, currency hedge protecting €5m of profit, simplified entity structure.

**Ernst & Young** **LLP,** consultancy, $28bn revenue, team 200+, 2005 - 2012

1. **Finance Director**, **8 directs leveraging 230+ on / off-shore finance staff, 2008 - 2012**

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

* Strategic: supported new $5bn service line, influenced unit leaders improving margin 4% points. Led $600m P&L. Saved $300m in outsourcing / centralisation. M&A $70m consultancy acquisition and exit from under-performing unit. Mooted bank captive saving $100m.
* Grew demand for shared services, improved quality / risk, processing (order to cash [+$150m], procure to pay [e-centralised], record to report [accurate, timely insights and analysis]), KPIs, lean solutions, remote teaming and talent retention.
* 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, 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 230+ on / off-shore staff, 2005 - 2007**

Role: lead global FP&A for Partners.

* Budget and reporting via Balanced Scorecard initiatives, realigning performance to forecast. Led ROI for $3bn annual HQ operations. Owned $600m P&L. Managed $300m investment fund.
* Built, transitioned and managed the first 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),** BI software, $1bn revenue, 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, SOP/VSOE licence, 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.

**Earlier,** 1994-2004

Finance Director/Controller for international SME and listed companies with sub £50m sales (telco, FMCG). Reported to Board. Achievements: 150% sales growth, £2m cost synergies, 33% increase in shareholder value, raising funds £35m (banks and PE), growing profit 5x, ROI 43x, re-structure, M&A (buy & sell side), acquisition integration, JVs, hiving up companies, systems implementation, MBO, roadshow to PE houses.

**KPMG,** global consultancy, $24bn revenue, 1989-1993

**Manager, Audit**

* Managed teams to plan and execute large audits within time cost budget.

**Qualifications:** University (Accountancy), ACCA 1991 (1st time passes). **Reside:** Berkshire, UK.

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

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