

Charles McLachlan, MA Cantab

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Profile

Charles has over 35 years of commercial experience in the development of businesses and their operational systems. Charles combines an intuitive insight into the strategic drivers of business success with the ability to build a vision for the future and hold a strong operational focus on immediate priorities. Charles has a consultative and collaborative leadership style but is willing to address difficult or long-standing issues. Much of his work has been with organizations in transition: startup, growth or recovery.

Trained as an IT professional, Charles used the opportunities this discipline afforded to participate in a number of technology start-ups during his early career until he was headhunted by Andersen Business Consulting (now *Deloitte*) in 1997 to help build their international advanced technology practice. Since 2002, Charles has been working with a number of enterprises, usually in a part-time role as a member of the senior management team, addressing specific challenges such as new product development, financial control and profitability, sales and account management, strategic partnerships, new business start-up, acquisition, turnaround and organizational development. Increasingly, his work is directly with individual leaders and founders through the *FuturePerfect*. Some examples of experience are featured below:

September 2002 - Present: Director and Business Executive (portfolio)

Turnaround

Trust Analytics: performance management consultancy and software product company serving NHS relying on investment from parent, failing to deliver fees volume and product development as expected, **lost confidence** of owners – refocused sales efforts on quick wins, established **strategic product development** partnership with client representing new segment, established go/no go milestones for grow/ sell/exit scenarios.

City Temple Conference Centre (Church based conference and events venue): relationship breakdown, **poorly managed cost control** and undisciplined staff, lack of customer service ethos and commitment to ‘core’ business – removed failing staff, refocused ‘core’ business, established operational systems, 50% revenue growth after 9 months.

Management Futures (Leadership and Executive Coaching): 10 year old ‘family’ business, ageing founders, **plateau and decline** after successful, consistent growth and innovation: appointed **CEO**. Re-invigorated management team, implemented financial control, **restored profitability**, established strategy for the future, established sales and account management, built 12 month forward order book.

Steeldeck (theatrical staging systems): founder owned group of companies with history of product innovation and mismanagement: appointed **acting CEO**. Developed strategy to rejuvenate rental business for cash flow, implemented sales management and project control for the **architectural project** business and addressed issues of financial control, low staff morale and poor accountability of management roles in **manufacturing** business.

Product and Sales Development

Amsphere (Delivery Assurance **Sunday Times Microsoft TechFastTrack 100 2008 & 2009**): core software testing services business looking for value added services to increase market presence: appointed **director Amsphere Consulting**. Developed, marketed and rolled out a specialist IT advisory and software dispute service to take the Amsphere proposition to lawyers and other advisors. Won, led and successfully delivered expert witness and consulting mandates.

Brains Direct (Near-shore software development in **Moldova [Compudava]** and Romania): international start-up successfully generating £1m software project sales but failing to manage project pricing and delivery to make sustainable profits, role: business development. Delivered innovative new ‘Extended Team’ service proposition combining on-site, on-shore and near-shore services. **Highly profitable product** enabled transition from loss making fixed price projects, enabling successful acquisitions/merger to form *Endava* (£11m revenue) entering **Sunday Times Microsoft TechFastTrack 100 2009**.

New Ventures and Advisory

Chair for *Academy for Chief Executives*, Board Chair for *ella Forums*, *Dwellant.com*, *Hassell Inclusion*, *World Wide Generation*, Director of *UCL Consultants* and business development for *Systemwire* (UCL spin-outs). Management assistance for *Probasoft*, *Kinitron*, *JCN* (technology service startups). Founding CEO *Christ Church Community Vision*, Trustee *Transformational Business Network International*, *Transform Newham*, *ENS Ltd*, *Xpert Business Development*; Executive coach: *Warwick Business School*, *Commission for Equality and Human Rights*, *Future plc*, *Alghanim Industries*. IT due diligence and assurance: *Belron (Autoglass)* in Italy, USA, Brazil, UK.

Aug 1997-Aug 2002: Andersen Business Consulting , Advanced Technology/Technology Integration

Charles rapidly became an international thought leader assisting in building the technology services that underpinned Andersen's **New Media / eBusiness** consulting practice (BC). He became a partner in 2000.

Business Development: The software development related service revenues were the **fastest growing** area of the fastest growing global consulting organization between 1997 and 2002. Technology development revenues grew from **5%** to underpin **70%** of **£650m** UK revenues with a five fold growth to 650 consultants by 2001.

Solution Development: Charles provided technology leadership for the development of key **global solutions** for BC integrating the strategy, process and change consulting capability of the firm to form technology supported eBusiness solutions.

Vision and Capability Development: Operating as a member of the **Global Advanced Technology Advisory Team**, Charles became one of a small number of newly appointed partners at the heart of BC's growth strategy. The scope of his activities included establishing new competency models and training programmes, strategic partnerships and innovative delivery processes.

December 1996-July 1997 UUNet Europe – Systems Consultant

Based in Cambridge at the European headquarters of this **global ISP**, Charles had a unique insight into the evolving Internet boom as he consulted on the development of **IP billing** and **customer provisioning** systems.

July 1993-November 1996 Infonet Systems – Founding Technical Director

Focused on building leading edge **Client-Server** solutions for the City of London, Infonet Systems rapidly established credibility in the marketplace by delivering a complete **front-office trading** platform in **four weeks**. Charles built up the team to a peak of 50 members, extending the product coverage and established a middle office capability including trade accounting, credit and market risk and GL postings. He successfully negotiated a deal with a major software house for the core system prior to his departure.

June 1985-April 1987/May 1987-June 1993 GSL Consultant Technologist /CMJP Associates –

Joining this '**Cambridge Phenomenon**' start-up, Charles performed IT consulting including **HP's Unix strategy** and development of a **financial research** suite for Building Society performance.

Charles established a systems development business targeting blue-chip clients: projects for **accounting** modules, property management, equity research, **order processing, marketing analysis**; clients including Central Government, NHS, Nestle, Gillette, UBS Warburg, Unilever, D&B, GNI (LIFFE).

Education and other experiences

Graduated from Cambridge University where he founded the **Enterprise Society** and worked on the Cambridge Science Park. Founding advisor of the Transformation Business Network, a past trustee of the Warwick Leadership Foundation and Treasurer of Christ Church Spitalfields during the £10m award winning restoration of this Baroque masterpiece, trained and experienced executive coach. Currently supporting the renewal of the various charities responsible for *Moggerhanger Park*.