

# TONY SMALL

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A strategic and articulate **Commercial Business Leader and Advisor** renowned for devising creative solutions to complex problems that increase ROI and maximise performance. Has a track record for delivery, and an appetite for sales, client management and consulting, coupled with the commitment to stay ahead of the curve and will add value immediately to any forward thinking organisation. Rapidly builds meaningful and credible relationships with colleagues and clients alike through his easy going nature, high emotional intelligence, open communication style and strong facilitation skills. Now aiming to secure new opportunities that will utilise extensive experience of business growth, turnaround and expansion.

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## KEY SKILLS

### Strategic Management

- Designed, developed and successfully implemented an enhanced corporate accreditation programme for the global learning and development organisations. Resulting in an enhanced corporate accreditation value proposition that has been well received by commercial and internal L&D operations to deliver credible, insightful and company-specific recommendations for business improvement supported by quantified operational benchmarking.
- Developed, articulated and presented the investor prospectus and pitch for a corporate digital education business to secure £350k of investor funds to fuel the rapid scaling of an established B2B education business.
- Facilitated and led the annual strategic reviews of a wide range of L&D operations and service providers to deliver valued and insightful analyses and recommendations of current positioning supported by tactical and strategic recommendations for business and operational improvement.
- Developed a brand new, go-to-market, client value proposition to successfully re-position the company as a credible player in the change management consulting space. Resulting in an effective sales proposition and pitch well accepted by the target corporate market.
- Designed, developed, implemented, coached and governed a structured sales and dashboard reporting process and system. Resulting in a sustained 300% increase in new client sales appointments within 3 months of go-live.
- Researched, evaluated, selected and implemented a new client account development process and system resulting in the production of evidenced-based key client action plans with clear accountability, visibility and traceability.

### Business Development

- Coached and developed an underperforming and demotivated critical sales person. Resulting in a visible turnaround in his personal performance within 3 months and recognition as a rising star within the company after a year.
- Developed, evolved and delivered the sales pitch for the first appointment with new prospects. Resulting in cross-industry new client wins including business services, charity, manufacturing and oil & gas.
- Led bid management, developed the proposal and client presentation for a strategically important £1m+ competitive tender. Awarded the tender against strong competition from incumbent suppliers. Client feedback was that our response was far superior in all respects.
- Crafted, produced and presented submissions annual industry awards, resulting in top three placing (including Gold) in three consecutive years. Resulting in significant PR including a Daily Telegraph on-line company profile.

## **Start Ups and Turnarounds**

- Built the Strategic client relationships as an Interim MD of a newly acquired and heavy loss making business generating immediate revenue streams. Resulting in a turnaround to double digit profitability within six months.
- Led a newly acquired business with a highly demotivated workforce and rebuilt staff confidence, loyalty, energy and pride, such that all staff remained in post 12 months later in a profitable and well respected business unit.
- Founded my own B2B training business from a back-bedroom start with no clients or prospects and won several strategic long-term competitive tenders, successfully establishing the business as a serious player in the market sector.

## **Programme Management**

- Successfully managed the delivery of a major global client learning and communications programme, despite mounting resistance from the client's outsource partner. Resulting in an effective and practical solution delivered on time, to budget and to the total satisfaction of the client.
- Successfully managed the design and execution of a data-challenged yet critical business analysis stage of a £1m+ client business transformation contract to the full satisfaction of the client sponsors and in full readiness for the execute stage.
- Lead the disaster recovery, ensured the businesses survival with no loss of fee earning days and continued success, following the total loss of all company offices, assets and information, resulting from the Buncefield oil depot explosion.
- Led the programme to secure a new office and training centre to support expansion following the landlord's termination of existing lease. Resulting in the design and build of a state-of-the-art training suite as a JV with a previous employer with no upfront capital investment required.

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## **CURRENT CLIENT PORTFOLIO**

### **July 2015 – present: Sales Director, Core Learning Services Ltd**

Accountable for the sales strategy and responsible for the go-to-market activities for a ground breaking B2B eLearning portal engineered and designed to enable the cost-effective purchase of off-the-shelf eLearning module user licences.

[www.course-source.com](http://www.course-source.com)

### **July 2015 – present: Principal Accreditation Mentor, Learning and Performance Institute**

Providing accreditation and leadership mentoring services to over 30 learning providers/L&D organisations with respect to operational and delivery performance, business development, sales strategy and execution.

Redesigned and developed the LPI corporate accreditation programme including the production of an organisation capability framework and quantified assessment process. Training, coaching, on-going support and governance for a national team of Mentors delivering accreditation services.

[www.learningandperformanceinstitute.com](http://www.learningandperformanceinstitute.com)

### **April 2015 – present: Business Development Governance and Mentoring, Afiniti Limited**

Providing governance and analysis of business development effectiveness and improvement for the consultancy organisation. Designing and configuring Salesforce to support the consultancy sales cycle and training and supporting business development and consultant teams. Managing and facilitating a weekly sales review and coaching process for LLP Partners and sales personnel.

[www.afiniti.co.uk](http://www.afiniti.co.uk)

**July 2015 – present: Guest Lecturer, Norwich Business School, UEA (pro-bono)**

Providing guest lectures on business related subjects such as change management and entrepreneurship to support MBA programmes.

[www.uea.ac.uk/norwich-business-school](http://www.uea.ac.uk/norwich-business-school)

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**EARLIER CAREER****Business Development Director (Afiniti Ltd)****2007-2015**

Developed and launched new client value proposition, executed post-acquisition business turnaround, led new business wins and strategic accounts in a niche management consultancy (to £5m t/o).

**Managing Director (Learn-it International Ltd)****2000-2007**

Led post-acquisition integration, to new business acquisition and managed strategic client relationships in an SME training consultancy (to £3m t/o).

**Founder & Managing Director (Inova Training Consultants Ltd)****1991-2000**

Entrepreneur and driving force to deliver sustained, long-term success for a start-up training business (to £1.3m t/o).

**Pre-Sales Support Consultant (Northgate Information Systems)****1989-1990****Lecturer (Northgate Information Systems)****1986-1989****Medical Sales Representative (Upjohn Ltd now part of Pfizer)****1982-1986**

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**EDUCATION & TRAINING****MSc in Climate Change** - University of East Anglia

Climate Change : Science, Society and Policy; Natural Resources and Environmental Economics; Modelling Environmental Processes; Fundamentals of Meteorology

**MBA (Masters in Business Administration)** - University of Bath

Business Strategy; Management Economics; Finance and Accounting; Marketing; Operations Management; Organisational Behaviour; Entrepreneurship

**Postgraduate Diploma in Information Management** - University of Bedfordshire

Decision Modelling; Financial Accounting; Human Computer Interface Design; Systems Theory; IS Development; Technological Environment; Leadership in Organisations; Management of Innovation; Organisational Behaviour

**BSc Special Honours Physiology** - University of Sheffield

Human Physiology, Biochemistry, Cell Biology, Genetics, Microbiology, Zoology, Botany

**11 'O' Levels and 3 'A' Levels** - Stamford School

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**PERSONAL**

**DOB:** 24.07.1961

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**INTERESTS**

Skiing, Gliding, Scuba Diving and spending quality time with friends and family.