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**Chris Airey MBA, BEng**

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**Executive Leader & CIO** **christor.airey@gmail.com** **+44 (0) 7824472279**

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**Profile**

An impactful Technology Leader & CIO with 30+ years of experience spanning sectors and geographies.

Chris holds an outstanding track record for innovative and effective interventions which have

contributed to business growth, delivering improved margins and significant Returns on Investment.

An enterprise architect, mediating between the business case needs and technology as a value enabler.

Chris has excellent communication, influencing and management skills, which have been utilised

to build stakeholder relations and successfully deliver organisational growth, providing savings and marked operational improvements within: Maritime, Automotive, Retail, BPO, Business Services

SaaS, Logistics, Financial Services, HM Government (Transport & Finance) and Consultancy sectors.

A C-Suite BL adept at utilising IT change interventions to drive reputational CSR & ESG worth @ ROI 7% across Products, Services, Innovation, Workplace, Governance, Citizenship, Leadership & Performance.

Skilled at maximising a culture for benefits realisation at the Board Level and nurturing the conditions for change with stakeholders, Chris is able to translate complex issues into decision-actions, balancing risk and opportunity within Digital Transformation, Programme and Operations Management.

A proactive and pragmatic leader with excellent commercial, client and business growth experience gained from working with leading brands: One Ocean (Lloyds Register Group),DVSA, Student Loans Company, NOW: Pensions, Equiniti (Alvarez & Marsal Partner) Lifestyle Services Group (now Assurant) Bezier, Huntswood, Autino, Home Delivery Network (now Yodel), RR Donnelley, Vertex Data Science

Swiss Re (Admin Re), Littlewoods (now very.co.uk), Co-operative Insurance and the Ford Motor Company.

As per notable contributions, Chris is acknowledged for building teams, instilling confidence and capability in people, driving customer satisfaction, performance improvement and shareholder return.

**Notable Contributions**

* Post-merger integration of services - digital and software product capabilities – US/CA/Europe (One Ocean)
* Transformation delivery - following the end of the PPI surge - 5 year EBITDA plan - £150m (Huntswood)
* Delivered the new digitally modern national MOT system - £65m budget - saving £40m annually (DVSA)
* BPR - solutions architect - transforming customer services - 1.5 million students p.a. (Student Loans Co)
* Resolved complex product operations with Equiniti - for new auto enrolment pensions (NOW: Pensions)
* Defined a technology strategy - using a Greenfield approach - £**multim**illion courier business (now Yodel)
* ERP - led the launch of Littlewoods eCommerce - using innovative technology (the heritage of very.co.uk)

**Core Competencies**

Leadership · Board Level Skills · Digital Strategy · Target Operating Models · ERP · Consulting · CRM · CTO · Regulation · Sales Close · Software Development · Cloud Tech · CSR · Product Delivery · P&L · Start Ups · SaaS · Digital Transformation · Commercial Management · Programme Director · Cyber Security · CIO · AI · TSAs · Supply Chain · M&A · DD · PMI · Building Teams · ESG · De-Mergers · Risk & Compliance · COO

**Professional Combination of Interim, FT & Concurrent NED Service Provision**

With over 30 years of accumulated experience, Chris has provided oversight and constructive challenge to Boards of Executive Directors, sharing many value-creating experiences and engineering solutions to objective goals, contributing to growth and performance turnaround.

As a trusted NED in full-service engagements, Chris has created and spearheaded transformative change interventions - pivoting business models to higher levels of profitability.

**Presently Considering vocational opportunities - scale or functional change**

**03/20 - pres One Ocean - Lloyds Register Group Member (SaaS / Tech / AI - Maritime) t/o $60m fte 500**

 **Senior VP of Technology, Shared Services and Product - dr 7 (direct reports)**

>Appointed Interim CTO at GreenSteam - a digital maritime optimisation company - acquired by i4 Insight (09/2021) then merged into One Ocean - to lead data platform, ML and technology sales

>Promoted to Group SVP (overseeing additional companies and revenues) cloud integration - global teams - digital & software product capabilities - across the US, Canada, Poland/EU & Russia

>Consolidated international software teams (following M&A) growing engineers in Poland to 60 and recruiting leadership teams across machine learning, logistics algorithms and base technology

>BPR - increasing sales win rate - $4m ARR won in the first quarter of the 2022/2023 financial year

>ESG (environment) delivering software - meeting trade blocks regulatory and compliance regs

**12/15 - 05/20 Huntswood CTC (Business Services - BPO) t/o £300m fte 4000**

 **C-suite Interim Roles - matrix team**

>Progressive interim roles - CEO Designate and Business Engagement (Sales) Director for an AI venture (03/19 - 05/20) Director of Commercial Solutions (12/18 - 03/19) Director of Transformation (10/17 - 11/18) Director of Technology - Executive Director (12/15 - 10/17)

>Delivered post PPI market digital transformations and technology due diligence for specialist resourcing, outsourcing and consultancy - governance, compliance and complaints organisation

>Led the restructure of the c-suite - facilitating 3 and 5yr business plans - leading an M&A and the ideation of a services catalogue - the output plan targeted a £300m revenue on similar EBITDA

**01/15 - 11/15 Driver & Vehicle Standards Agency - DVSA (Public Sector - Transport) t/o £400m fte 4600**

 **Director of Digital Services & Technology - SRO - dr 10**

>Interim role - delivering a digitisation programme - MOT testing (£65m project) saving £40m pa

>Digital capability - building an internal team (40 people) to support the enhanced digital services

>Achieved DfT government approval for a digital roadmap - worth £230m over five years

**07/14 - 12/14 Student Loans Company (Finance - Public Sector) t/o £290m fte 3000**

**Chief Digital Officer - Executive Director - SRO - dr 8**

>Interim role - managing the IT operation (team of 800) and a digital customer service processing transformation (£130m budget) for a government owned student loan Co’ - £80bn debt book

>Deliverables included digital capabilities - workflow solutions - cyber security - business plans departmental restructure - change delivery commitment - all requiring govt service sign-off

**02/14 - 07/14 Swiss Re Group - Admin Re (Financial Services - Insurance) t/o £2bn fte 3000**

 **Head of Digital Transformation - Life & Pensions - matrix team**

>Interim role - managing digital strategy and transformational programmes - financial services

>Led assurance reviews - on projects and programmes from internal and external ICT suppliers

**02/14 - 07/14 NOW: Pensions (Financial Services - Pensions) t/o £30m fte 100**

 **Programme Assurance - Transformation**

>Interim role - providing advisory and business change assurance - for a regulated master trust management company - overseeing their exit and **transitional service agreement with** Equiniti

**08/13 - 02/14** **Equiniti Paymaster - Alvarez & Marsal Partner (Financial Services - Pensions) t/o £500m fte 5000**

 **Programme Director - Auto Enrolment Pensions Operations - dr 3**

>Interim role - providing end to end operation & change delivery - pension scheme administrator

**2011 - 2012 Lifestyle Services Group - now Assurant (Financial Services - Insurance) t/o £150m fte 1000**

 **Director of Change & IT - dr 6**

>Headhunted to fix business change capabilities & deliver digital solutions for customers - mobile phone insurance & premium bank account services for Orange, T-Mobile, Nationwide, LBG & NAB

>Completed a CRM systems implementation (£20m project) delivering business changes to contact centre services - improving utilisation by 10% and providing timely new client solutions

**2010 - 2011 Bezier - UK & Ireland (Marketing - Retail Marketing) t/o £70m fte 1000**

 **Digital Managing Director & CIO - dr 5**

>Interim role - leading post-acquisition integration of IT team & technology - a marketing company

>Implemented investment governance & created a roadmap - getting MDs to share prioritisation

**06/07 - 2010 Yodel - Home Delivery Network & DHL Domestic (Logistics - Home Delivery) t/o £330m fte 7000**

**IT Director - Board Member dr 6**

>Created a commercial IT capability - defining the technology strategy & budget (5 yr TRN plan) and building an IT team (from 1 to 220) following the merger of three parcel delivery businesses

>Built a PMO - achieving £multimillion transformation projects - customer services (£30m) and service improvement (£50m) underpinning a shift to profitability - largest in year revenue wins

**EARLY CAREER**

2005 - 2007 RR Donnelley Europe Group Director of Systems - Global Documents BPO

2001 - 2005 Vertex (UK & North America) Head of Tech Sales Support, Strategy & Alliances

1995 - 2001 Littlewoods (now very.co.uk) Supply Chain & Finance Integration and eCommerce

1994 - 1995 Co-operative Insurance Stock Exchange & Sales Transformation Manager

1990 - 1994 Ford Motor Company Graduate – Product Development & Procurement

**NED WORKS**

## 11/19 - pres Governor & DC (Digital, Finance, Estates) LJMU Education - University

09/14 - pres Investor - Owner Umbrella Marketing Marketing - Outsourcing

**DIGITAL DUE DILIGENCE (Private Equity & Investment)**

12/21 – pres ScaleUp Capital (multiple assignments) Consultant Tech - EdTech, FinTech

10/20 – pres Global PMI Partners (M&A) Associate Partner M&A / DD – Various

07/19 - 09/19 Autino Consultant Tech - Automotive

09/14 - 09/18 Intuitus (multiple assignments) Consultant Tech - Finance – Logistics

**EDUCATION**

1996 - 2000 MBA Master's in Business Administration Open University

1986 - 1990 BEng (Hons) Information Systems Engineering Coventry University

**CPD**

Undertaken within corporate settings - continued learning covering technology specific skills initially and then furthering into leadership development via a mix of internal and external programmes including Sheppard Moscow (Executive Leadership) Cranfield University (Innovation) Saïd Business School (Negotiation) Cambridge Judge Institute (Innovation) Templeton College Oxford (Business Strategy)