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| **Harry Cowan – Senior Executive / NED / Board Advisor** |

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**Profile / Summary**

**Senior Executive/NED/Board Advisor**, expertin embedding best practice organisational structures, processes, controls and governance capability to drive and protect growth and profitability. Key strengths include: applying proprietary (self-developed) growth development blueprint and leadership development programme to define growth strategy and help executive teams through periods of challenge; advising on major transformation and change strategies to deliver financial and operational benefits; extensive experience of legal and regulatory landscapes having worked within highly regulated industries as well as serving as CEO for an AIM listed company; utilises an engaging and facilitative coaching/leadership style (and strategic sense-of-humour) to mentor/guide Board Executives through complex and challenging situations. Active networker in several sectors. Seeking NED/Board Advisory roles within a growing SME.

**Key Skills**

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| * Business Transformation/Change Management
* Target Operating Model Design
* Business Planning & Strategy Development
* Business Impact and Readiness Assessments
* Budget Management and Financial Control
* Best Practice (e.g. Agile, PRINCE2, Jira)
* M&A, Integration and Divestments
* Key Stakeholder Management & Engagement
 | * Project & Programme Management
* Programme Management Office (PMO)
* Continuous Process Improvement
* Programme Governance, Controls & Reporting
* Risk Management, Control and Mitigation
* Business Cases & Benefits Realisation
* Business Process Re-engineering & Delivery
* Team Leadership, Coaching and Mentoring
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**Career Highlights**

* AETNA (US Life & Pensions conglomerate) invested in a UK Life & Pensions start-up. Hired as one of 4 Board Members to drive rapid growth within UK. Designed organisational structure; created operational infrastructure across people, processes and systems; ensured all systems and processes were regulatory compliant; developed high performing IT environment; oversaw M&A integration of acquisition targets; and developed offshore fund management operations in Channel Islands and Luxembourg. Succeeded in developing high performing operational capability that grew to £100m revenue and 400 staff within 2 yrs.
* Beaufort International Group (AIM listed) had invested heavily in its digital services offering, however sales were stagnating / declining. Promoted to CEO to rapidly transform the business and avert financial distress. Audited global operations / financial position; identified underperforming and ‘at risk’ businesses; led closure of operations in Sweden, Belgium and Luxembourg; brought company back to its core business (management consultancy); co-created strategic model as part of 5 year business plan; and oversaw rights issue to inject funds. Succeeded in transforming the business from £8M to £15M within 3 years.
* Ink Publishing were in financial distress and required restructuring / transforming to secure private equity rescue capital. Parachuted in as Business Transformation Director to lead this process. Performed root and branch audit of business; sold non-core businesses in Shanghai and London; relocated head office; re-focused mobile apps development business strategy; rescued failing CRM implementation; and led global cost rationalisation programme. Succeeded in transforming and restructuring the business which resulted in the injection of £6M private equity rescue capital – within 3 years, the business was sold for £40M.

**Career History / Work Experience**

**Feb 2018 to Present: Link Market Services: Programme Director - Client Delivery (Interim)**

* Link Market Services is a member of ASX-listed Link Group, a leading global administrator of financial ownership data within the Financial Services industry and across corporate markets.
* Engaged on an interim basis to transform service delivery capability, save a £multi-million ‘at risk’ contract with a major client and protect business with other blue chip accounts.
* Led strategic planning / programme management of service delivery improvements for FTSE100 clients.
* Performed full audit of business to define As-Is state, defined target operating model and re-designed service delivery model and operational infrastructure across people, processes and systems.
* Provided programme leadership, including requirements scoping, planning, budget management, resource planning, risk management and reporting.
* Oversaw delivery of AGMs, Dividend Payments and a £1.1bn ROV, impacting 1.4m shareholders+.

**Key Achievements:**

* Championed technical innovation and introduced ‘thought-leadership’ strategy. Introduced technology innovations to transform reliability and end user experience.
* Re-engineered service delivery mechanism and restructured service delivery teams.
* Resolved technical issues, delivering improvements to customer systems impacting client retention.
* Implemented engagement and collaboration tools, supporting client-facing delivery and reducing costs.
* Transformed demotivated and underperforming service delivery teams into High Performing Teams
* Improved service delivery outcomes for key clients, including Standard Life Aberdeen, Diageo and BP.
* Succeeded in retaining the company’s largest client (which was significantly ‘at risk’), securing 3-year £20M contract extension. Improved service delivery capability whilst reducing cost of delivery by 33%.

**Aug 2017 to Jan 2018: Link Market Services: Separation Programme Manager (Interim)**

* Engaged to lead the divestment of Link Market Services from the Capita Group across all areas of the business. This was a controlled ‘carve out’ of the Shareholder Solution Division, Capita Asset Services.
* Led project management and delivery, preparing the division for post-acquisition integration.
* Collaborated with key partners to understand requirements for integration into the acquiring business.

**Key Achievements:**

* Created roadmaps for systems migration including 600 portals and regulated/non-regulated websites.
* Oversaw rebranding of customer correspondence for 4,000 bank accounts, revised T&Cs.
* Spearheaded GDPR compliance programme for Link’s largest client, delivering on-time and to scope.
* Succeeded in delivering divestment, relaunch and re-branding within 6 months.

**May 2017 to Jul 2017: Amey Utilities: Transformation PMO Lead (Interim)**

* Amey is a leading supplier of consulting and infrastructure support services both in the UK and internationally. Severn Trent Water outsource waste water and capital asset management to Amey.
* Engaged to improve service delivery to Severn Trent Water and uplift performance against SLA.
* A key element of the role was to establish a PMO function to drive service improvements across 5 framework contracts worth £25M per annum.
* Defined programme / project management standards and frameworks for service transformation; established programme processes, tools and governance frameworks, leveraging best practice methods.
* Collaborated with partners regarding transformation programme’s goals, objectives and outcomes and managed all interfaces with internal / external service providers, monitoring and driving performance.
* Developed ‘Terms of Reference’ with objectives, benefits, success criteria, governance and reporting.
* Created and introduced all planning and reporting templates, and risk and issue management processes.
* Recruited and developed Change Project Managers, Business Analysts and PMO Administrators.

**Key Achievements:**

* Delivered improved SIM ratings for the client (3rd Quartile to Upper Quartile for the Water Industry).
* As a testament to the success of the programme, Severn Trent Water received a £40M bonus from Ofwat for their performance subsequent to Amey’s service improvements.

**Feb 2017 to Apr 2017: Dwr Cymru Welsh Water: Strategy Consultant (Contract)**

* Dwr Cymru Welsh Water is a not-for-profit water company that provides water to households in Wales. It is the 6th largest of 10 water and sewerage companies in England and Wales.
* Engaged to develop a sustainable strategy to exploit opportunities subsequent to deregulation of the retail water market, formulating the company’s retail / B2C strategy and capability.
* Led the creation of standard operating practices for effective client management; developing ‘Operational Code’ to effectively manage relationships with retailers.
* Conducted deep-dive analysis and research to gather and map As-Is and To-Be business processes.

**Key Achievements:**

* Defined operational practices and ensured all regulatory and internal compliance standards were met.
* Created a sustainable business strategy and operating model that was fully adopted by the company and has underpinned its success over the last 2+ years.

**Feb 2016 to Feb 2017: Severn Trent Water: Project & Change Consultant (Contract)**

* Severn Trent Water is a FTSE100-listed water company with 15,000 staff across the world.
* Engaged to develop a sustainable strategy to exploit opportunities subsequent to deregulation of the retail water market, formulating the company’s wholesale strategy and model for working with retailers.
* Strategically planned and led a portfolio of business change / transformation programmes.
* Reviewed and evaluated 3rd party providers, working with procurement on key commercial aspects.
* Operated as Business Change Manager to create a ‘green field’ internal business unit to deliver change.
* Executed plans to transition into the open market for non-household customers in the water sector.
* Defined TOM and implemented compliance processes, operational practices and policies.

**Key Achievements:**

* Led the offshoring / outsourcing of business processes, enabling entry into the shadow market. Created and executed plans to establish an offshore team of 90 in India within aggressive deadlines.
* Created strategy and established new business unit that was fully operational for market opening.

**Mar 2015 to Dec 2015: Scottish Water - Business Stream: Change Manager (Interim)**

* Business Stream is part of Scottish Water, providing water to households in Scotland.
* Appointed to define strategy and deliver £8M - £20M growth over 4 years; led all aspects of strategic planning, transformation and change management to maximise growth potential.
* Collaborated with business partners to understand requirements and objectives, influencing decisions.
* Created strategy, identified acquisition targets and led Target Operating Model design process.

**Key Achievements:**

* Developed market-sizing modelling tool to assess revenue potential, supporting sustainable growth.
* Created 4-year growth strategy that resulted in Revenues of c £20M.

**Oct 2014 to Mar 2015: Ink Global: Operations Change Programme Manager (Interim)**

* Ink Global is a global travel media publishing and technology company. Ink publishes 26 inflight magazines for 20 airlines worldwide. The company's products reach more than 800 million global consumers annually.
* Parachuted in by CEO to lead transformation / business recovery and improve viability across global operations with a view to averting financial distress and securing private equity rescue capital.
* Also acted as the Interim Head of Operations.

**Key Achievements:**

* Collaborated with the CFO to develop recovery plans and succeeded in reducing costs by £5M.
* Created an innovative 3-year business plan and cost forecast, securing private equity funding of £5M.
* Led disposal of non-core operations in Shanghai and the UK, realising significant business benefits.
* Project managed the successful implementation of Salesforce, improving CRM and sales planning.
* Succeeded in transforming and restructuring the business, which resulted in the injection of £5M private equity rescue capital; within 3 years, the business was sold for £40M.

**Oct 2013 to Oct 2014: Satellite Information Services: Operations Manager (Interim)**

* Satellite Information Services (SIS), provides content and production services to the betting industry. The company has a £200M turnover. SIS acquired BBC Outside Broadcast (BBCOB) in 2009.
* Subsequent to leading the carve-out of BBCOB from the BBC and integration into SIS in 2009, re-hired in 2013 to close the BBCOB business down and dispose of assets.
* Appointed to lead, plan and manage a key programme to close out the Outside Broadcast operation while delivering existing commitments (e.g. Six Nations, MOTD, Tour de France and Scottish Premier).
* Led full project lifecycle management, including project planning, budgeting and risk management.

**Key Achievements:**

* Managed a cost budget of £14M, which was offset by asset disposal, over delivering by £3M.
* Influenced managers to fulfil outside broadcast commitments, avoiding contractual penalties of £1M.
* Negotiated numerous legal issues and underspent the closure budget by €100,000.

**Relevant Earlier Career**

* 06/2013 to 10/2013: Interim Head of Operations: SIS Live Paris
* 04/2013 to 05/2013: Project Manager - Business Restructure: Ebiquity plc (Germany)
* 08/2012 to 03/2013: Change Project Manager - Service Offering: United Utilities
* 01/2012 to 08/2012: Joint Venture Project Manager: Severn Trent Costain
* 08/2012 to 12/2012: Consultant - Business Transformation: SIS Live
* 02/2010 to 06/2012: Operations & Integration Programme Manager: Ebiquity plc (UK and Germany)
* 02/2009 to 01/2010: Integration Programme Manager: SIS Live
* 11/2006 to 12/2008: Integration and Transformation Programme Manager: ROK Group plc
* 10/2005 to 10/2006: Integration Transition Manager: Cambian Healthcare
* 09/2000 to 09/2005: CEO Beaufort International (sold Dynamic.com to Beaufort International)
* 05/1999 to 09/2000: Founder and CEO of Dynamic.com
* 01/1980 to 05/1999: CEO / CIO of SGi, Group Alpha, Aetna, Amersham Int and William Press

**Previous Non-Executive Director Roles**

* Apollo Cleaning and Janitorial – Industrial Facilities Management company
* Group Alpha – Computer Services company
* Musicians First – start up Digital Media company

**Education**

* BSc (Hons) Mechanical Engineering (Classification: 2:2): University of Strathclyde

**Extra-Curricular Activities**

* Chair of Board of Governors at St George’s School, Harrow on The Hill
* Active County Rugby Union Referee in Hertfordshire (Refereed at Senior County Level)
* Coach / Mentor to Junior Referees with potential (2 now performing at English Premiership Level)

**Personal Details**

* Address: 28 Boxwell Road, Berkhamsted, Hertfordshire, HP4 3ET
* Driving Licence: Full UK (clean)
* LinkedIn: https://www.linkedin.com/in/harrycowan/

**Recommendation**

“Harry led by example with tremendous focus, energy and enthusiasm at a difficult time in Beaufort's history and achieved measurable results. He focused the business on a set of core competencies, disposed of non-core activities, addressed the cost base and raised working capital in a timely manner.” Robin Abeyesinhe, Chief Executive