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**Professional Profile**

A globally experienced CxO and Non-Exec Director with a track record of scale complex technology services and transformational change. A pragmatic strategist who plans and leads complex business transformation and growth programmes to completion.

An experienced leader of large-scale multinational, multicultural, multi-professional technology teams, I have managed large scale P&Ls balancing cost with value for money and profitability. I have established and executed strategic transformation portfolios which materially impacted the results of the company.

Successes include:-

Turnaround of a failing technology department for a major UK utility

* Establishment of a stabilisation programme to address multiple IT services failures causing significant business issues on a daily basis
* Restructure and renegotiation of a long-term services contract to put the client back in control and remove over £60m of cost across the contract life
* Establishment of an innovative cost management model for service provision with 2 global suppliers
* Establishment of internal capability through insourcing of key functions from a range of suppliers with appropriate tooling and process that went live in 9 months start to finish
* Moving service provision to meeting SLAs and minimising business impact through IT failure

With the turnaround in progress modernisation was undertaken delivering

* A 2 year £56m strategic transformation effort to modernise the systems and applications eco-system
	+ Enhanced resilience of key software systems in ERP, CRM and Workforce Management;
	+ Re-platformed from failing on-premise non-resilient mainframe to cloud based resilient provisioning;
	+ Modernised networks at over 100 sites providing modern capability, security and capacity;
	+ Modernised End Use Compute front & back-office capability which then placed the organisation on a positive footing for dealing with the 2020 Covid pandemic
* Establishment of an internal Development capability moving a number of key teams from Waterfall to Agile ways of working
* Restructure of Digital Programme & Project Management removing cost, increasing quality and delivery to plan. This included moving from a 65% contractor base to 75% FTE and 25% flex resource.
* Replan and delivery of a key programme replacing the billing and CRM platforms (SAP ISU and C4C)

Non-Executive Director support for an emerging technology company which led to successful acquisition 10 months into live. Achieved through :-

* Co-creating the initial vision for the company to embrace the market opportunity
* Implementing core disciplines to enable the company to establish a professional approach from establishment of the business to deliver :-
	+ Demand management – implementation of a full engagement to revenue CRM approach
	+ Personnel Management – establish professional frameworks for roles to aid in recruitment and development in line with industry best practice
	+ Establishment of financial disciplines to examine pipeline, revenue, cashflow and profitability forecasting and management
* Retaining the focus on the leadership team on management of entrepreneurial vision alongside planned and safe growth attainment

Design and Delivery of a New Target Operating Model for a Global Financial Services Provider (FIS) as CIO to support delivery of business to existing and critical new banking and payments clients

* Target Operating Model definition and delivery to support stand up of capabilities to support new clients with FIS acting as solutions provider and outsourced service provider
* Responsible for delivery of services to FIS lines of business across financial services including Debit & Prepaid, Merchant Payment Services, UK Card
* Responsibility for 34 EMEA datacentres providing business critical applications
* Responsible for remediation of significant and systemic issues caused by long term underinvestment
* Responsible for remediating potential PCI certification failures notified by auditor and potentially impacting the business by $200m per annum
* Responsible for taking offshoring from 0% to 45% of headcount, cutting costs whilst at the same time adding in significant essential capability to the operation

Boosting Dell’s EMEA bottom line by $400m in two years through business growth transformation which included:-

* Increasing new business acquisition through strategic partners by 150%, while optimising the tiering, number and target operating model for effective partner management
* Designing then implementing business change and sales strategy “playbooks” for key EMEA territories including UK, France, Germany, Russia, Poland, Turkey and South Africa

Transformation of global services division to establish ITIL and PMI based organisations delivering into a global client base. This included:-

* Organisational redesign including job families and roles and realignment of personnel to the Target Operating Model
* Technology Platform selection, design & implementation for Service Management Professional Services, Business process Management and Learning Management
* Implementation of ITIL and PMI across a global team of 16,000 members
* Standardisation of Service Design approach for client bid support
* Optimisation benefits delivered in excess of $240m bottom line profitability increase

Service leadership for over 50 large scale outsourced managed services clients

* Client mix of Financial Services (RBS, HBOS, Standard Life, AXA, UBS), Oil & Gas, Utilities, FMCG, Govt
* Diverse service lines including data centre, cloud services, security, infrastructure & critical line of business applications
* Acting as trusted advisor in IT infrastructure and software planning & implementation in pursuit of the client organisations business imperatives

**Industry Experience:** Utilities (Thames Water, Scottish Power, Scottish Water);IT Services (Dell, Computacenter); Oil and Gas (Shell, BP, Talisman, Total); Financial Services (FIS; Standard Life; Santander; AXA; Halifax); FMCG (Unilever).

**Skills and Expertise:** Service Leadership, IT Leadership, Transformational Business Change; Operational Delivery; Operational Improvement; Operational Management; Efficiency; Quality; Customer Journey; Global Organisations; Leadership; People Management; Financial Management; Change Programmes; Strategy; Delivery; Business Process Engineering; Change Management; Stakeholder Management; Outsourcing; Matrix Team Management; Team Development; Business Process Management; P&L

**Career History - Detailed**

**2017-Present: Thames Water, CIO**

Thames are the UK’s biggest water and sewerage company with around 15 million customers across London and the Thames Valley. Thames provides clean and take away waste water for almost 25 per cent of the UK population every day. Water and Waste network assets covering over 139,000 Km provide a significant challenge to balance asset health, cost of production and ongoing customer service.

Joining in 2017 at a time of crisis for Thames Water IT I established a successful programme to stabilise IT provision following 3 catastrophic data centre failures within 2 months. With this in hand the existing alliance with IBM, Accenture, Deloitte and Bilfinger was completely redrawn and moved to a service tower based contract utilising innovative pricing models to ensure Thames had the ability to improve cost through control of its IT assets with speedy cost reduction for consolidation of applications and underlying infrastructure.

A strategic modernisation programme to the tune of £56m was established and executed to replace the 2 aging Data Centres, replace networks both within the Data Centres and across 120 locations, add resilience into key business applications and bring End User Compute up to date. At the same time a failing mainframe was replatformed to cloud and the critical mid-range platforms consolidated.

An insourced Service Integration and Management team was setup following ITIL principles which then took the overall lead on IT services within Thames Water. This was supported by the insourcing of all tooling for Service, Operations and cost management. This was completed within 9 months of inception and delivered a stable service meeting SLAs which had not been met in 2 years.

With this complete attention was turned to the Programme & Project Management organisation which required to be designed from the bottom up to address an organisation which had become a bureaucracy rather than an enabling part of IT. With contractors forming 65% of the overall headcount of 130+ a model was designed to implement a professional services approach and move to a smaller headcount of c110 with 75% full time members and 25% flex resource. During the setting up of the new team I also took on responsibility as senior Digital sponsor for the CRM and billing multi-year change programme know as Spring.

This was then followed by setting up an Agile enabled Product based Development capability to adopt more modern ways of working. The model was initially applied to a number of “natural fit” projects around web-site and apps but was then extended to migrate Spring to a Product based model following mass migration completion in December 2019.

**2014-2017: F.I.S, EMEA CIO**

FIS is the world’s largest global provider dedicated to banking and payments technologies. With a long history deeply rooted in the financial services sector, FIS serves more than 14,000 institutions in over 110 countries. Headquartered in Jacksonville, Fla., FIS employs more than 39,000 people worldwide and holds leadership positions in payment processing and banking solutions, providing software, services and outsourcing of the technology that drives financial institutions.

My role as CIO was to review EMEA capability to support, stand-up and deliver managed services for critical new clients as well as lead the delivery of existing commitments with Debit & Prepaid, Merchant Payments and UK Card services.

Within the timescale I established and implemented the Target Operating Model consisting of the realignment of the IT Services organisational structure, generation of a global delivery model, installation of a new EMEA leadership team and recruitment of the required headcount spanning a new global delivery model. This was underpinned by the definition of a new Service Management Toolsuite, procurement and implementation of such and integration into key client accounts. In addition significant and systemic underinvestment in the infrastructure and systems was addressed whilst a programme for data center consolidation and transformation was established.

The role carried responsibility across EMEA with a substantial datacenter footprint, a team of 400 personnel and a large portfolio of clients across the FIS business lines.

**2009-2013: Dell Inc., Strategy & Portfolio Director (2009-2013)**

One of the world’s largest IT services offerings, Dell’s clients include global, regional and national brands in **financial services**, **healthcare**, **life sciences**, **manufacturing**, and other economic sectors. It also provides services to **national** and **local** **governments**, and **education systems**. Dell’s has some 100,000 staff in 170 countries.

Following my success as Global Business Services Transformation Lead (see below), I was appointed to lead business change within Dell EMEA with the aim being to grow the region aggressively. My successes included:

* Boosting by $400m Dell’s bottom line for EMEA business services.
* Taking the best from a close working relationship with Bain & Company during the programme’s first six months, learning from their perspectives on management and competition.
* Designing detailed, country specific “playbook” business development strategies, Go-To-Market models and delivery plans for all main EMEA markets, with targeted planning for secondary ones.
* Increasing business growth through strategic partners by 150%, while optimising the tiering, number and target operating model for effective partner management
* Increasing performance in British, German and French key markets by introducing unified, coherent country management and ending a culture of “siloed” customer segment specific decision making.
* Refining “playbooks” in year two, expanding strategic planning and delivery focus on emerging markets including Russia, Turkey, South Africa and Poland. This included key elements of Target Operating Models (TOM), go to market organisation and supply chain optimisation
* Undertaking the new UK Operations Director role on a temporary basis, bringing discipline and reality to the business’ sales pipeline, delivering important, sales related aspects of the UK “playbook”.

**2007-2009: Dell Inc., Services Business Transformation Global Lead**

Recognition at the company’s highest level in my previous role transforming Dell’s EMEA service delivery led to this global role. My task was to replicate EMEA’s success globally, making the company’s service business into “best in class”. Eventually impacting on 41,000 people in 170 countries, managing a $25m per annum programme budget, my successes included:

* Delivering $240m in profit improvement across two and a half years
* Creating strategic direction, institutional momentum and top-level buy in for change by assembling company leaders at Dell’s Austin HQ and agreeing core deliverables
* Quickly assembling and unifying a high-performance team consisting of programme and portfolio managers, business process reengineers, Lean Six-Sigma experts, customer experience strategists and technical architects
* Establishment of regional PMO’s and core teams totalling some 450 people working across the portfolio
* Ensure all financial aspects of the portfolio were managed with regards cost and benefits
* Act as most senior escalation point for all portfolio issues
* Creating five distinct, targeted, resourced and milestoned global initiatives with benefits KPIs:
	+ Workforce Demand Management;
	+ Redesign utilisation of the global workforce and “right shore” to enhance efficiency and utilise key skills such as language to serve clients in an improved manner
	+ Field Delivery Optimisation;
	+ Design & implement the optimal structure for global delivery of field services such as engineering and break / fix
	+ Service Management Standardisation;
	+ Design and implement a global standard approach based on ITIL methodology. Including technology platform refresh onto BMC Remedy and organisational design elements
	+ Project Management Standardisation;
	+ Identify and implement a global PM methodology with technology platform and organisational re-design to support the aims of ensuring efficient and customer focused delivery of projects
	+ Service Design Standardisation;
	+ Standardise Dell’s approach to design of client service models
	+ Ensure all aspects of service provision remodelled under the transformation are translated into a client facing value proposition
* Implementing complex technology platforms to support customer delivery of both project and managed services (Remedy BMC & ChangePoint PPM)
* Implementing Continual Improvement based on ITIL and aligned with Net Prompter Score concepts to embed the culture of continually improving customer experience
* Integration of Perot Systems into Dell after a $3.9bn acquisition, merging systems across the business to take the best from both companies and increase the maturity of Dell’s IT services business.

**2006-2007: Dell Inc., Services Operations Director, EMEA Services**

Headhunted into Dell based on prior successes in my previous role, I was tasked with bringing structure and consistency to EMEA Services business. The business suffered from an absence of structure, business development infrastructure, failing change programmes and customer dissatisfaction. I managed more than 250 people across the region with UK, France, Germany, Spain, Russia and Scandinavia as the core. Our clients included UBS, AXA and Unilever. My achievements included:

* Leading Service delivery for a wide variety of Dell blue-chip clients. Services included data centre support, service desk provisioning (multi language and globally provided), hardware and applications support for areas such as release management and software patching
* Increasing profitability by $12.5m through execution of targeted change programmes, adding to bottom line and freeing resource for further change strategy development and improved delivery.
* Turning around two failing change programmes, yielding multimillion dollar cost improvements
* Creating properly defined roles within recognised professional disciplines, up skilled through training and development and improved further by robust, SMART performance management.
* Redesigning and staffing a highly effective bid team working to established protocols, leading to an increase in the winning of profitable managed service agreements.
* Introducing recognised service delivery standards including ITIL and PMI, boosting quality and significantly improving customer satisfaction.
* Saving a $25m contract with a key FMCG client from cancellation via these improvements, and turning around a failing relationship with a pan-European outsourcing Financial Services client

**2004-2006: Computacenter Plc., Managed Services Business Unit Operations Director**

Computacenter is a leading European provider of IT infrastructure services, including strategy, technology implementation and infrastructure management. Retail, transport, law enforcement and the public sector are among its strongest sectors. Its clients during my time included Shell, BP, Santander, Standard Life, Halifax, AXA and Scottish Power. Appointed after a reorganisation to operationally lead 52 managed service client contracts. My achievements included:

* Becoming trusted advisor to a number of our contracts in working with client leadership teams to align their IT systems (infrastructure and software) and services to meet their strategic business goals
* Successfully recovering and delivering for BP a global 3 year infrastructure refresh programme.
* Creating a new culture of expectation and performance management, providing leadership development centres and improving capacity while make tough decisions on personnel as required.
* Building an expert Lean Six Sigma team which visited all client sites, removing $4m of waste.
* Reducing costs by 24% within 1 year
* Boosting flexibility and cutting costs through greater workforce flexibility between accounts, reducing hires through mobility of existing staff.

**1996-2004: Computacenter Plc., Scotland Sector, Operations Director**

In this role I led managed and professional services delivery areas of the sectors 500 staff and a large portfolio of FTSE 100 customers in finance (Aon), industry (Shell, Scottish Power) and also public sector clients. Achievements included:

* Profitability growth of 500%.
* Created a focus among teams TUPEd into Computacenter on the strategic objectives of the company not their previous employer, reducing unbilled activity and boosting revenue.
* Successfully strategising growth of the Scottish business, designing the plan then driving its execution.
* Improving new client acquisition rates by improved delivery to existing ones and an improved reputation.
* Managing high-level stakeholder relationships with major clients personally, on call 24/7 to receive complaints or service failure escalations, providing a backstop guarantee of a quality service.

**Earlier Career**

An RBS Analyst while at university, I was then Senior Analyst at P&P. I Joined Computacenter as a Programme Manager and was rapidly promoted to Professional Services Business Manager, then Operations Director for Scotland.

**Other Roles**

**Fellow, UK Chartered Management Institute**

* Advocating widely capacity growth for leaders and management through professional learning
* Speaking to universities and professional associations on leadership and professional development
* Winning CMI award for Scottish Manager of the Year

**Education and Professional Qualifications**

BSc, Computing, Napier University, Scotland

Fellow, Chartered Management Institute (FCMI)

Chartered Manager, the Chartered Management Institute

Certificate in Programme Management, British Computer Society (BCS)