

# Gary Mitchell

18 Bovingdon Heights  
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gary@gary-mitchell.com

## LEADERSHIP OF CRITICAL CHANGE

More than 20 years leading large people and systems change programmes. Wide sector experience with over 45 engagements in the UK, across mainland Europe and in the US with large global businesses as well as VC/PE backed SME's.

**Programme Turnaround, Strategy Implementation Planning and IT Due Diligence** – the common thread being an ability with all parties at all levels to quickly cut through complexity, win trust and unite decision makers around a joined up plan.

I bring immediate structure and objectivity to focus interactions, repair relationships and start to rebuild confidence; and create attractive but precise visual tools to support alignment and simplify status reporting.



## EXPERIENCE SUMMARY

### Leadership of Major Systems Change:

- Selection and implementation programme management for retail ERP systems at growing VC/PE owned SME retailers including – Evans Cycles, Frank Smythson Ltd, The Marvellous Group, Caxton FX Ltd.
- Recovery of a €20m p.a. I.T. services contract with T-Systems for 250,000+ employees, reducing cost and inventory by tens of millions of Euros and turning around a poor reputation for service.
- Programme management of a \$95m global IT services development programme at Comdisco Inc in the US, at that time a Fortune 500 business.

### Leadership in Broader Business Change Roles:

- Recovery of a major supply chain programme for Tesco plc. A new shared warehouse and global sourcing and stock management systems were delivered and operational in four central European countries in under 7 months.
- Programme leadership for the Mothercare turnaround, working for the Chief Executive and Strategy Director; mobilisation of all key projects to deliver complete end-to-end business and organisational redesign for this international retailer. All projects delivered to commitments, transforming profitability and share price in only 18 months.

### Shorter Consulting Assignments:

Strategy implementation planning, IT due diligence, rationalisation of project portfolios, and programme governance support at – Pace plc, Homeserve plc, Hewlett Packard Inc., BT Openreach, Mothercare / ELC integration, Business Post plc, Volex plc, TNS plc, TSO, GO Outdoors, Caxton FX and Avelo.

## EDUCATION AND QUALIFICATIONS

1991                    MBA, INSEAD Business School, Fontainebleau  
1984                    BA Engineering Science, 1<sup>st</sup> Class Hons, St. Johns College Oxford

## OTHER INFORMATION

Married to Christine    One child Daisy aged 2 years    Active runner, footballer and cyclist  
Speak French, Dutch and German just well enough for the locals to know I am not fluent.  
Date of birth 15-August 1963

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## CONSULTING ASSIGNMENTS IN CHRONOLOGICAL ORDER

Programme Lead	Caxton FX Ltd	2011
<b>TURNAROUND OF MAJOR IT INVESTMENT PROJECT</b>		
Working with the owners to take decisive action on a key project. Re-contracted. Put in place specification, plan and right individuals.		
IT Strategy Lead	GO Outdoors Ltd	2011
<b>DEVELOPMENT OF 3 YEAR IT VISION AND ROADMAP</b>		
Subcontracted to Alvarez & Marsal to provide evaluation of current capability and investment plan to support business plan.		
Programme Lead	Corporate Project Solutions Ltd	2011
<b>BUSINESS STRATEGY AND EXECUTION FOR A NICHE PROVIDER OF TECHNOLOGY SERVICES</b>		
Working with the owners to create and implement their 3-year business transformation and growth plan.		
Associate	Rethinking Consulting Ltd	2010 - 2011
<b>CHANGE PLANNING FOR A GLOBAL MANUFACTURER AND A VC/PE BACKED FINANCIAL SERVICES SOFTWARE BUSINESS</b>		
'Visual planning' and alignment of implementation plans for all components of the strategic plans for these very different businesses.		
Programme Leader	Evans Cycles	2008 - 2010
<b>ERP IMPLEMENTATION FOR A VC/PE BACKED SME RETAILER</b>		
Selection and company-wide change to a Microsoft Dynamics multi-channel retail system in 18 months.		
Programme Leader	Frank Smythson Ltd	2009
<b>ERP IMPLEMENTATION FOR A VC/PE BACKED SME RETAILER</b>		
Recovery of a £1m+ company-wide SAP implementation resolving significant trading and contractual issues..		
Consultant	Mothercare plc	2007
<b>BUSINESS INTEGRATION PLANNING FOR MAJOR RETAIL PLC</b>		
Developed visual business integration and quick wins opportunity plans for all functions.		
Programme Leader	Tesco plc	2007
<b>SUPPLY CHAIN RECONFIGURATION EMERGING MARKETS FOR A MAJOR RETAIL PLC</b>		
Recovery of high profile programme. New central warehouse, global sourcing, and I.T. in four CE countries in time for Christmas peak.		
Consultant	Homeserve plc	2007
<b>STRATEGY IMPLEMENTATION PLANNING</b>		
Development of visual programme plans with the global senior team (UK Head Office, US, Europe).		
Consultant	Pace plc	2007
<b>PRODUCT ROADMAPS - GLOBAL TECHNOLOGY</b>		
Creating visual product roadmaps with each product group to support alignment and board level governance.		
Consultant	Business Post plc	2007
<b>STRATEGY IMPLEMENTATION PLANNING</b>		
Ten fully mobilised teams in just four weeks. Visual project plans and integrated programme plan signed off with top 30 managers.		
Consultant	The Marvellous Group Ltd	2007
<b>SYSTEMS ACQUISITION SUPPORT FOR A SPECIALIST RETAILER</b>		
IT strategy development and systems acquisition roadmap for a multi-channel retail ERP systems solution.		
Consultant	TNS Group plc	2007
<b>BUSINESS TRANSFORMATION PLANNING FOR A GLOBAL MARKET RESEARCH COMPANY</b>		
Alignment on "breakthrough areas" and strategies to overcome challenges with transformation leaders.		
Consultant	BT plc (Openreach)	2006
<b>REVIEW OF OPERATIONS RECOVERY PROJECT FOR THE LEADING UK TELECOMS PLC</b>		
Review and recommendations for the recovery of a failing operations turnaround programme.		
Consultant	50 Lessons Ltd	2005
<b>BUSINESS ACQUISITION PLANNING FOR A DIGITAL LEARNING START-UP</b>		
Business integration planning for two significant acquisitions.		
Programme Director	Mothercare plc	2003 - 2005
<b>HIGH PROFILE TURNAROUND OF A BLUE CHIP RETAIL PLC</b>		
Mobilised and delivered all change projects, transforming profitability and quadrupling the share price in only 18 months.		

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Consultant	Hewlett Packard Inc	2003
<b>REDESIGN OF PLANNING &amp; GOVERNANCE FOR A GLOBAL IT OUTSOURCING SERVICES BUSINESS</b>		
Facilitation of design of framework for major I.T. outsourcing contracts with European and US programme directors.		
Programme Director	T-Systems GmBH	2003
<b>LEADERSHIP OF SUPPLY CHAIN TURNAROUND FOR A MAJOR EUROPEAN I.T. SERVICES COMPANY</b>		
Recovery of a €20m p.a. I.T. services contract reducing cost and inventory by tens of millions of euros and improving service levels.		
Project Leader	Comdisco Ltd	2002
<b>OUTSOURCED I.T. SERVICES IMPLEMENTATION FOR A MAJOR GLOBAL LOGISTICS BUSINESS</b>		
Outsourcing of I.T. procurement and asset mgt services for EXEL Logistics.		
Consultant	Norwood	2002
<b>BUSINESS PLANNING SUPPORT FOR A LONDON CHARITY</b>		
Development of 5-year plan for a major care facility with the senior team of this not for profit business.		
Consultant	Logicom Ltd	2002
<b>PROCESS REDESIGN FOR A IT SERVICES AND LOGISTICS PROVIDER</b>		
Redesign of warranty management process. Bid coordinator for Gateway service logistics outsourcing.		
Consultant	TSO Ltd	2001
<b>REVIEW OF I.T. PROGRAMME PORTFOLIO FOR A LEADING UK DOCUMENT MANAGEMENT BUSINESS</b>		
Project portfolio health check and re-prioritisation for all I.T. investment projects. Set-up of a programme office.		
Consultant	Promodata SA	2001
<b>BID SUPPORT FOR A MAJOR FRENCH I.T. SERVICES BUSINESS</b>		
Service design and bid preparation for a 26 million euro global I.T. procurement and asset mgt outsourcing contract.		
Consultant	BASMI Ltd	2001
<b>ACQUISITION PLANNING SUPPORT FOR A VC/PE BACKED DOCUMENT SERVICES BUSINESS</b>		
Planning and documentation support for flotation and investment proposals.		
Consultant	La Fornai	2001
<b>OPERATIONS REVIEW FOR VC/PE BACKED SPECIALITY BREAD-MAKER</b>		
Review and recommendations for capacity and quality improvements for owners.		
Programme Director	Comdisco Inc	1999 - 2001
<b>SERVICE LAUNCH &amp; CORPORATE PROCESS RE-ENGINEERING FOR A FORTUNE 500 CORPORATION</b>		
Turnaround and delivery of \$95m global I.T. procurement and asset mgt services development programme.		
Programme Director	ICL Fujitsu Ltd	1997 - 1999
<b>LEADERSHIP FOR THE PAN-EUROPEAN INTEGRATION OF LOGISTICS OPERATIONS</b>		
15 country integration of European I.T. logistics operations, inventories and systems infrastructure.		

## PERMANENT EMPLOYMENT

Strategy Director	Unisys BV (European Logistics Ops)	1994 - 1997
<b>LEADERSHIP FOR THE PAN-EUROPEAN INTEGRATION OF LOGISTICS OPERATIONS</b>		
Led consolidation of commercial and support supply chains, inventories and systems across 11 European countries.		
Managing Consultant	PRTM Ltd	1991 - 1994
<b>SUPPLY CHAIN AND PRODUCT DEVELOPMENT PRACTICES OF A U.S. OPERATIONS CONSULTING BUSINESS</b>		
Product development improvement for Racal & Crosfield Electronics; supply chain redesign for Pitney Bowes (UK) and DEC Direct.		
Pre-Production Manager	Interconnection Systems Ltd	1988 - 1990
<b>MANAGER AT THE LARGEST PCB MANUFACTURER IN THE UK</b>		
Reporting to the CEO, leading a team of 16 technicians, implemented CAD, doubled capacity, increased quality.		
Production Engineer	Analog Devices Inc	1986 - 1988
<b>IMPLEMENTED JIT MANUFACTURING FOR UK DIVISION OF A MAJOR U.S. DEVICE MANUFACTURER</b>		
Implemented JIT manufacturing in a facility of 200 people, increasing throughput 30% and quality levels 40% to 95%.		