

# Gary Mitchell

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## BUSINESS PLANNING and STRATEGY DELIVERY

Simple clear future value story. Alignment on objectives. Line-of-sight for strategy delivery.

### Path-to-Value Planning

#### First 100 Days / Pre-Exit

clearly articulated future value story, a credible plan for delivery

### Digital Op Model Design

#### Prior to Tech Investment

alignment on future operating vision, clarity of digital investment case

### Strategy Delivery

#### Mobilisation / Rescue

proven approaches, simple visual tools, leadership of the process

## SKILLS

### Strategy Delivery

Over 30 years planning and leading business change and I.T. programme turnaround

### Digital Strategy

Systems design and integration – multi-channel sales, commerce and supply chain

### Business Change

Wide experience – retail, manufacturing, call centre ops, logistics, int'l supply chain

## ATTRIBUTES

### Capacity

Problem solver, head for complexity – 1<sup>st</sup> in Engineering at Oxford, MBA at INSEAD

### Experience

Over 50 consulting engagements in the UK, across Europe, USA; corporates, SME's

### Approach

'Story-first' – establish top level path-to-value to provide context and shared purpose

### Style

Alignment of stakeholders around concise visual documents – engaging, joined up

### Personality

Positive, engaging, focused, pragmatic, tenacious – son of a pig farmer

### Values

People matter, high integrity, family, healthy lifestyle – cyclist, footballer, dad

## EXPERIENCE SUMMARY

**PRIVATE EQUITY** – working with PE investment partners and CEO's of PE backed businesses

YEAR	OWNERSHIP	BUSINESS	ENGAGEMENT	OUTCOMES
2017	---	LDC	2018 Business Plan for VEG	Exec committee sign-off
2017	Dunedin	CET Group	Strategy Day, 5-Year Plan	Refreshed plan for exit
2017	---	Dunedin	Future Op Model	Changes to ways of working; systems investment roadmap
2016	LDC	Training Room	Strategy Day, 5-Year Plan	Successful MBO July 2017
2016	---	LDC	VEG Business Plan	Exec committee presentation
2016	Dunedin	EV	5-Year Business Plan	Supported 2016 re-financing and restructuring
2015	Dunedin	EV	Technology Plan	Supported ERP acquisition and global deployment
2015	Dunedin	Blackrock PM	Technology Plan	Supported key systems acquisitions (fin, CRM, doc mgt)
2015	Dunedin	CET Group	5-Year Plan (refresh)	Positioning and plan for exit
2015	Dunedin	Formaplex	Exit Planning	Positioning options for PE and trade buyers
2015	Dunedin	City Sprint	ITT Response	No-go decision for significant contract
2015	Dunedin	Steeper	3-Year Plan (refresh)	Supported successful 2016 exit
2015	Dunedin	Blackrock PM	Path-to-Value Plan	Supported both 2015 investment and July 2017 exit
2014	Dunedin	Steeper	3-Year Plan	Positioning for (planned) 2015 exit
2014	Dunedin	Pyroguard	3-Year Plan	Supported leadership change
2014	Dunedin	Formaplex	IM Support	Strategy and plan collateral for corp. finance partners
2014	Dunedin	CET Group	5-Year Plan	Positioning for (planned) 2016 exit
2014	Dunedin	City Sprint	5-Year Plan	Supported successful 2017 exit
2013	Dunedin	Formaplex	Business plan	Positioning for (planned) 2014 exit
2011	3i / A&M	Go Outdoors	Technology Plan	Technology investment plan to support growth and exit
2009	Venrex	Frank Smythson	ERP Implementation	Recovery of failing ERP implementation
2008	APEQ	Evans Cycles	ERP Implementation	Recovery of failing ERP implementation

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## VENTURE CAPITAL – working with business owners, CEO's or investors directly

YEAR	OWNERSHIP	BUSINESS	ENGAGEMENT	OUTCOMES
2018	Family	National Lighting	Group Technology Strategy	Plan for tech. consolidation and support of future business
2018	Inv. Funds	IPS Specials	Turnaround Plan	Strategy and turnaround plan
2017	AIM	Lightwave	Investor Presentation	Supported successful £3m fund raise
2017	AIM	Lightwave RF	5-Year Plan	Plan sign-off by the board for new CEO
2015-2017	Milamber Ventures	14 potential investments	'Blueprint' Review and Document for each business	Path-to-value assessments to support investment decisions and investor engagement for fund raising
2016	Founder	Spring Chicken	Business Growth Plan	Plan for next phase of growth
2016	Founder	Shard Media	1-Page Business Model	Investor, customers and staff engagement
2015	Founder	Lapland UK	Technology Plan	Technology plan for concept expansion
2014	Founder	Momentum IS	Technology Plan	Technology plan for growth (and exit)
2014	Milamber	Engage Works	Growth and Tech Plan	Op model and technology plan for growth (and exit)
2013	Founder	Spring Chicken	Business Launch Plan	Business devt plan; successful 2014 launch
2011	Founder	Caxton FX	Technology Plan	Recovery of failing technology transformation

## STRATEGY DEPLOYMENT – working with CEO's and their senior teams [as an associate with ReConsulting Ltd]

YEAR	OWNERSHIP	BUSINESS	ENGAGEMENT	OUTCOMES
2018	---	Eurostar	Strategy Development	Strategy devt with exec team; deployment planning
2018	Vista EP	Finastra	Annual Operating Plan	Strategy deployment governance process and tool
2018	---	SIS	Future Op Model Design	Future op vision, systems roadmap, programme plan
2017	---	SIS	Strategy Deployment Plan	Strategy development with new CEO, board sign-off
2017	---	SIS	Strategy Deployment Plan	Strategy development with senior mgt team
2015	Vista EP	Misys	Strategy Deployment Plan	Underpinning for growth and D+H acquisition
2013	Vista EP	Misys	Strategy Deployment Plan	Underpinning for CAGR of over 11%
2011	---	Volex	Strategy Deployment Plan	2012 growth; start of evolution to service-led business
2010	LDC	Avelo (now IRESS)	Strategy Deployment Plan	Successful 2013 exit
2007	---	Mothercare	Post M&A Integration Plan	Underpinning for governance of ELC integration
2007	---	Homeserve	Strategy Deployment Plan	Group operating model and growth strategy
2007	---	Pace (now Arris)	Product Line Roadmaps	Product devt roadmaps for 3 main product lines
2007	---	Kantar TNS	Service Transformation Plan	Improved customer retention
2007	---	UK Mail	Strategy Deployment Plan	Underpinning for growth and acquisition
2006	---	BT Openreach	Service Transformation Plan	Improved cross-functional response and resolution

## CORPORATE TRANSFORMATION – working for CEO and/or Strategy Director

YEAR	OWNERSHIP	BUSINESS	ENGAGEMENT	OUTCOMES
2011-2012	---	Dixons Retail plc	Systems Strategy <small>contracted consultant</small>	UK strategy assessment; alignment of functional leaders on Global op model and systems strategy with new CIO
2007	---	Tesco plc	Programme Director <small>with ReConsulting Ltd</small>	Recovery of programme and delivery of new warehouse, systems and merch / supply processes for far east goods for 5 central European countries in under 9 months
2003-2005	---	Mothercare plc	Programme Director <small>contracted consultant</small>	Planning and successful delivery for all business and IT components of the turnaround; share price quadrupled
2003	---	T-Systems GmbH	Programme Director <small>with Promodata SA</small>	Service recovery and cost reduction for a €20m p.a. asset mgt contract for 250,000+ Deutsche Telecom desktops
2002	---	Comdisco UK	Programme Director	ITT response (won) and service design for outsourcing of IT procurement and asset mgt for Exel Logistics
1999-2001	---	Comdisco Inc	Programme Director <small>contracted consultant</small>	Global planning and delivery for \$95m transformation of the global services offering for this Fortune 500 company
1997-1999	---	ICL Fujitsu	Programme Director <small>employed</small>	15 country integration of all European I.T. logistics operations, inventories and systems infrastructure
1994-1997	---	Unisys	Strategy and Prog. Director <small>employed</small>	Consolidation of commercial and service supply chains, inventories and systems across 11 European countries

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## STRATEGY DELIVERY PLANNING – smaller transformation planning engagements

YEAR	OWNERSHIP	BUSINESS	ENGAGEMENT	OUTCOMES
2013	---	Mulberry	Brand Mgt Strategy Day	Christmas plan, brand product line roadmaps
2013	NHS Trust	Luton & Dunstable	Outpatients Transf. Plan	Board alignment on plan and delivery
2003	---	HPE Glob. Services	Glob. Services Governance	Acct mgt framework design for global rollout
2002	---	Logicom	RFP responses	Gateway (won), Getronics (won)
2001	---	TSO	Project Office Set-Up	Project portfolio rationalization to strategy and capacity

## OPERATIONS MANAGEMENT CONSULTANCY – working with functional heads [as a manager with PRTM Ltd]

YEAR	OWNERSHIP	BUSINESS	ENGAGEMENT	OUTCOMES
1994	---	Pitney Bowes	Programme Manager	Reduced order fulfill time from >12 wks to under 2 wks
1993	---	Crosfield Electronics	Programme Manager	Reduced product devt cycle time by over 50%
1992	---	Racal Instruments	Programme Manager	Reduced product devt cycle time by over 30%
1991	---	DEC Direct	Programme Manager	Restored service levels to >95%, reduced inventory £50m

## MANUFACTURING ENGINEERING – post-graduate, pre-business school engineering roles

YEAR	OWNERSHIP	BUSINESS	ENGAGEMENT	OUTCOMES
1988-1990	---	Interconnection Systems	Pre-Production Manager	Led a team of 16 technicians. Increased capacity and quality during a period of rapid growth. Developed a customer PCB design and pricing guide.
1986-1988	---	Analog Devices	Production Engineer	Proposed and led the transformation to JIT (Just-in-Time) manufacturing in a facility of 200 people, increasing throughput by 30% and improving first time pass quality from 40% to over 95%.

## OTHER INFORMATION

Date of Birth 15-August 1963.

Speak French, Dutch and German just well enough for the locals to know I am certainly not fluent.