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A versatile, commercially focused senior leader with deep experience of delivering digitally driven business transformation and growth. I typically work at the forefront of integrated digital/physical commerce, an expert in building, optimising & growing fast paced businesses, developing high performing teams and delivering results with digital, data and technology strategies to drive gains in customer & colleague experience, business efficiency and enterprise value.

With an award-winning corporate and consulting track record in Business Transformation, eCommerce, Digital and Technology innovation, I bring extensive and varied experience of consulting, strategy, transformation and operational leadership in retail, telco, financial and technology sectors. My Board and Executive level pedigree has been developed at world class Fortune 50, FTSE100 and CAC-40 brands including Sainsbury's, John Lewis Partnership, House of Fraser, BT, BNP Paribas, DXC, Capgemini and IBM, and while supporting numerous smaller scale, VC and PE backed companies seeking a step change in enterprise value through investment in digital products and internal tech capabilities.

An experienced Board member and influencer, I bring confident, committed, and practical, people focused leadership to strategic change and value creation, always through demanding periods of expansion, turnaround, and transformation. I believe passionately in the potential of all people and the power of teams, leading others to achieve personal and commercial outcomes often well beyond their own expectations of what is possible.

Recent Executive Roles

IBM Vice President, MD, Global Industry Business Unit Leader	House of Fraser Chief Information Officer & Exec Director, Supply Chain	John Lewis Partnership plc Chief Technology Officer & Transformation Leader	Sainsbury's plc Chief Technology Officer & Transformation Leader
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Industry Sector Experience

- Retail & Consumer Products
- Distribution & Logistics
- Digital & Technology
- Business Consulting
- Telco & Media
- Financial Services

Business Functional Expertise

- Transformation & Change
- Digital, Technology & Data
- eCommerce
- Supply Chain & Logistics
- Business Development
- Data, Analytics & Use of AI

Key Skills

- Executive Leadership
- Business & Digital Transformation
- Operating Model Design
- Strategic Tech & Services Sourcing
- Team Building & Development
- Agile & Digital Product Delivery

Quercus Advisors – Founder & CEO - Feb 2021 - present:

Successful Growth Advisor, Impact Investor, Interim Exec and Non-Exec for various public, private, VC and PE-backed start-up, early stage and scale-up digital, tech and retail related businesses, with a special focus upon strategic planning, transformation & growth strategies, often through digital, data and technology investment, leadership coaching & mentoring, operating model (re)design and digital/data product development practices. Recent engagements include:

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| <ul style="list-style-type: none">• Net Solutions – Go-to-market & growth strategy. CEO coach.• InspireXT – Supporting EMEA go-to-market strategy for retail markets. Executive coaching and event facilitation.• ITIM – Supporting go-to-market strategy for retail markets. Executive coaching, product & proposition strategy.• Newlife – Guiding the development of long-term growth strategies for retail and charitable operations. CEO coaching.• Striim – Supporting EMEA go-to-market strategy with retail thought leadership and event facilitation.• Visku (formerly Bis Henderson Group) – Interim CEO, Board coaching, operating model re-design, digital business strategy, roadmap development, digital product design, agile leadership and digital/technology team design and build.• Holland & Barrett Ventures – Digital strategy & roadmap, product architecture and build partner sourcing for H&B&me. | <ul style="list-style-type: none">• Sook Retail – Founding Investor, Non-Exec Director - Scale-up strategy, Board coaching, Chair of RemCo and Product Council.• Slip (Digital Receipts & Shopper Insights) – Founding Investor, Board Advisor - Go-to-market and scale-up strategy development, Board coaching.• Gr4vy (eCommerce Payments Orchestration) – Investor, Board Advisor - Go-to-market and scale-up strategy support.• The Retail Trust – Transformation vision & strategy development with focus on digital product, technology investment and data analytics capabilities. Board Advisor and Ambassador.• Ann Summers – Digital, data and technology focused business strategy development, agile team design, roadmap development and various commercial and sourcing initiatives |
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- **TPA Capital** – Portfolio CTO, Board level and Executive team support to all portfolio companies on their digital, data & technology enabled transformation, deal flow diligence and value optimisation, as part of the fund leadership team.

- which netted savings of more than £1m.
- **Sigma Sports** – Digital & technology enabled transformation strategy focused on strategic risk assessment, operating model design, roadmap development and digital/tech vendor selection.

IBM - VP, Global Markets – Managing Director, Distribution Sector Industry Leader - Jun 2018 - Feb 2021:

I served on the Global Industry and UK Leadership teams, leading the Industry Business Unit for the Retail, FMCG, Travel & Transport industries, accountable for overall P&L, with annual sales and recurring revenue of ~£600m across the full portfolio of IBM's product and service lines. I worked with enterprise clients within these industries to shape, win and oversee delivery of innovative transformation strategies enabled by digital, technology and data solutions to drive growth and business performance; and with a wide array of internal leadership, product, and service accountable stakeholders to orchestrate client & business unit success. Key achievements included:

- Driving overall annual recurring revenue (ARR) increases of over 5% YOY during a phase of high-profile divestments and acquisitions, increasing market share and improving profitability through a re-balancing of revenue mix.
- Increasing both SaaS and Consulting Services sales by over 15% despite extremely challenging market conditions.
- Improving client satisfaction as measured by a circa 30% improvement in Net Promoter Score.
- Introducing new empowered structures to drive teamwork and improve employee engagement and career growth.
- Chairing the EMEA Consumer Industries Leadership Community, leading a global re-positioning of IBM's industry solutions and services, with an emphasis on the role of transformational innovations including Cloud, AI, IoT and Blockchain.
- Co-developing thought leadership reports with World Retail Congress, the British Retail Consortium and GS1 on food safety, sustainability, transparency, and optimisation in FMCG supply chains.
- Co-developing

House of Fraser - CIO & Executive Director, Supply Chain - Oct 2015 - Mar 2018 (Fixed Term Role):

I joined as Chief Information Officer, reporting to the Chief Executive, later also becoming accountable for Supply Chain, Distribution & Logistics, and eCommerce, holding full P&L and transformation accountability for these functions. My appointment was made by the owner, Sanpower Group of China, where I also served on the Global Technology Steering Committee, at a time of national and international expansion with oversight of technology capabilities at both Brookstone and Hamley's brands. Key achievements included:

- In-sourcing, integrating and re-platforming the £600m revenue digital retail business, securing significant future capacity at lower incremental cost to improve sales and net operating margins, achieving an "Elite" ranking in the IREU500 index of eCommerce Retailers and joining the Microsoft Azure Leaders Programme as a Global Retail Innovator.
- Rapidly attracting talent into new Technology, Digital Product, eCommerce, Supply Chain, and Information Security functions, building from a small or absent capability to integrated teams leveraging strategic partners for scale.
- Strengthening capability to exploit data, delivering a focused strategy for improving data access, quality, and governance, and conducting a series of data science/machine learning experiments focused on returns reduction and margin optimisation.
- Creating a flexible, scalable, private cloud platform for third-party brands and retail partners to benefit from House of Fraser's unit economics, offering trading and supply chain services to reduce their operating costs and improve profitability.
- Rapidly resolving significant legal and commercial conflicts with global technology and service providers to rebuild a strong partner eco-system of innovative technology and supply chain solutions providers.
- Transforming "back of store" and supply chain performance, rationalising and modernising the operating model, consolidating distribution sites, technologies, and partnerships to deliver an immediate 20% reduction in operating costs with further savings achieved thereafter, unlocking sales driving capacity and annual recurring EBITDA improvements of ~£25m.

THINK - Executive Director - Apr 2015 - Sep 2015 (Interim Role):

THINK is a digital transformation agency, acquired by EPAM in 2018, providing clients an essential blend of consultancy, marketing and digital skills to craft and deliver digital transformation. I joined the Board of THINK on an interim basis to support the Board, Chief Executive, and senior leadership team through a fundraising round to drive strategic growth. Key achievements included:

- Re-defining and resetting the company's strategic positioning, proposition, and operating model, underpinned by new partnerships with key technology and service providers to create scale-up capabilities.
- Developing and winning new business at Vue Cinemas, Bourne Leisure and New Look where THINK was engaged to design and execute digital transformation strategies.
- Helping secure significant further investment from existing shareholders against a new business plan designed to drive 30%+ revenue and margin growth, which culminated in a trade sale to EPAM, a larger competitor.

John Lewis & Partners - Chief Technology Officer - Jun 2012 - Apr 2015 (Fixed Term Role):

I joined as Chief Technology Officer to build and lead the Technology Strategy & Architecture, Business Transformation and Information Security functions, all essential new capabilities to drive growth. My appointment strengthened the Leadership team ahead of a significant increase in annual digital & technology investment to transform John Lewis' operating model to be truly integrated, digital first and omni-channel. Key achievements included:

- Founding and Co-Chairing the Change Board, refocusing Executive and team level governance to maximise integrated change delivery effectiveness and measurable returns on all digital & technology enabled investments.
- Developing the digital & technology roadmap, a £500m investment portfolio of digitally enabled transformation programmes and agile digital product initiatives to fuel sustainable growth and drive improved customer and colleague experience.
- Establishing internal centres of competence in Business Transformation, Process Excellence & Information Security.
- Leading on digital innovation to drive faster and more targeted realisation of value, including founding of JLAB, the John Lewis innovation lab and tech incubator in partnership with senior colleagues, venture investors and industry mentors.
- Introducing mobile eCommerce capabilities contributing to a 25% increase in annual online sales in 2014.
- Acting as Enterprise Design Authority on and across all major change programmes including eCommerce, CRM, ePOS & Payment/Fraud Tech, Customer Order & Delivery Optimisation and Warehouse Automation (in the Magna Park cluster).
- Leading the transformation of the digital & technology function with the introduction of new agile, digital product techniques and tools, building and leading an integrated team of 75 colleagues working across Business Transformation, Tech Strategy & Architecture, and Information Security functions.
- As part of a cross-brand Executive team – developing and implementing strategies for consolidation, process simplification and integration across the John Lewis Partnership including the John Lewis and Waitrose businesses.
- With my leadership team colleagues, receiving the award for Retail Week Multi-Channel Retailer in 2014.

Sainsbury's - Chief Technology Officer - Feb 2010 - Jun 2012:

I joined into the newly created role of Chief Technology Officer to build the Technology Strategy & Planning function. My appointment was focused upon the transformation and rebuild of Sainsbury's digital & technology capability after the company exited a failed, multi-year outsource contract. My accountabilities included digital, technology and data strategy, operating model design, capital investment & portfolio planning, enterprise & solution architecture, and technology innovation. Key achievements included:

- Founding and Co-Chairing the first Digital Board which led the development and delivery of Sainsbury's Digital & Cross-channel strategy and roadmap, securing Board approval for transformational investment of £700m over 5 years, including the acquisition of several early stage digital businesses.
- Re-designing the overall digital & technology operating model, introducing new portfolio governance capabilities and building the Technology Strategy & Planning function from scratch to a high performing team of over 40+ enterprise & solution architects, operating to an integrated best practice approach and with an empowered, team-based culture.
- Overseeing the rapid expansion of Sainsbury's Convenience Stores network, doubling store numbers over 2 years.
- Creating the Brand Match price matching solution which delivered over £500m (2% LFL) sales growth and £50m (4% LFL) reduction in annual promotional spend, countering the effects of a "price war" with rival retailers Tesco and Asda.
- Acting as Enterprise Design Authority on and across all major programmes including eCommerce, ePOS & Stores Tech, Supply Chain Optimisation and Warehouse Automation, ensuring a risk managed delivery of benefits from these.
- Leading IT infrastructure renewal in stores, DC's, head offices and data centres achieving a 16% annual recurring cost saving.
- Re-architecting Sainsbury's Bank to enable transfer of full ownership and operation from a joint venture with HBOS to Sainsbury's.

Earlier Career – Prior to Feb 2010:

- CSC (now DXC) - EMEA Practice Director, Business Transformation & Consumer Industries - Oct 2007 - Feb 2010
- Capgemini - Chief Technology Officer (Consumer Industries) & Managing Consultant - Jan 2004 - Oct 2007
- Anite Group plc - Business Solutions Manager (Anite Finance)
- Sungard - Product Development Manager (Global One)
- ECSOFT - Practice Manager & Principal Consultant (Financial Services)
- Banque Nationale de Paris - Head of IT (UK) & Programme Director, Emerging Markets and Y2K Programme
- British Telecom - Software Designer & Engineer (Graduate Scheme)

Regular contributor to a range of non-profit, educational, standards focused and marketing & news organisations:

- Newlife - Advisor to CEO & Exec team on growth and transformation enabled through digital, tech and data
- Retail Technology Show – Track Chair, eCommerce, Supply Chain & Sustainability, Advisory Group Chair
- FUTR Europe Conference – Track Chair, eCommerce, Omnichannel & Digital
- Retail Week, Retail Gazette & The Retail Bulletin – regular contributor and advisory board member
- Retail Trust - Board Advisor & Ambassador on digital & data strategy in support of workplace wellbeing initiatives
- GS1 Global & GS1 UK - Board Member and Advisor on digital supply chain transparency

- Oxford Brookes University - Executive MBA curriculum contributor on Digital Transformation and Ethical AI
- British Computer Society, Chartered Institute for IT - Fellow and Influence Board Member
- Business Disability International - Advisor to CEO on the application of ethical technologies in the workplace

Education

- IBM Global Industry Academy - Consumer Industries curriculum contributor & leadership coach
- Oxford Brookes University (Executive MBA Programme) - Regular guest lecturer and curriculum contributor
- Sainsbury's - Lane 4 Performance Leadership Development Programme
- CapGemini University - Co-Active Coach Training & Certified Global Enterprise Architect
- BT Graduate Programme - Various technical and leadership skills courses
- Manchester All Saints University - Higher National Diploma in Computer Studies (with Merit)
- Winstanley College & Manchester All Saints - 4 O levels, 1 A level and 2 A level Equivalents (HITECC Diploma)
- Tawd Vale High School - 8 O levels and a further 5 CSE's (all taken at age 15)