

# Christopher J Bryan

Alton, Hampshire

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**Independent Transformation Leader** with a strong track record in establishing and driving strategic transformation programmes within the public and private sectors. Specialises in **IT enabled business transformation and change, business project management and strategy and goal setting. Prince 2 Foundation and Practitioner Certified.**

MBA qualified an innovative, results orientated professional with international experience of managing IT dependent transformation programmes. Demonstrated ability to work in diverse and politically charged environments with solid management capability based on extensive IT and business background spanning 25 years. Highly developed stakeholder management skills covering board, elected and operational stakeholders.

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## Key Skills

**Strategic Thinking:** Adept at establishing and articulating business strategies and objectives and translating into program imperatives, driving decisions without politics.

**Analytical:** Well developed toolkit of analytical frameworks and approaches to assist building understanding of business issues in an objective way. Practised ability to gather and contextualise research in a client situation.

**Flexible:** Undertakes significant change and transformation programmes, working across many countries and cultures. Quickly adapts to cultural and business differences, is flexible in the means of delivering change, able to manage multiple work-streams and changing priorities.

**Financial:** Financially astute with planning and budgetary management experience. Managed systems development and consulting budgets.

**Integrity:** Does not sit on the fence, adopts a transparent, collaborative approach and is highly skilled in getting people "on side", involved and owning solutions.

**People Development and Management:** Excellent facilitator and coach to management teams, strong developer of organisational capability and organisational transformation, highly experienced at building consensus in matrix organisations.

**Technical:** Strong technical skills developed in early career, multiple projects relating to IT issues and their role in business sustainability. Competent in a broad range of technology platforms their application and suitability and the leadership and management approaches required to make them succeed. Includes successful **ERP and CRM Vendor and Implementer selections, implementations** and follow up benefits realisation and exploitation assignments.

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## Professional Career

### Business Transformation Consultant

Nov 2006 to date

A selection of my recent assignments includes:

- **Gauteng Provincial Government Johannesburg: Business Plan Evaluation for Broadband Programme**  
Engaged by Provincial Head of Finance to review programme plan and a series of business plans budgeted at R35bn proposing the rollout of a Broadband Infrastructure across Gauteng. Managing stakeholders including key departmental heads, politicians and municipal managers, I reviewed the plans, strategies and economic development aspirations of the province. Presented options for revised broadband provision programmes to a parliamentary committee, reducing the budget to R3bn and making greater use of existing public and private sector networking assets across the province. Key recommendations included moving the programme ownership to the Provincial Premiere and the establishment of effective governance and procurement processes.
- **UK Government Department : SAP Managed Services Contract Review**  
Engaged to build the statement of requirements for the re-let of a SAP managed services contract and to project manage the OJEU procedure to select a consortium to take over the hosting, support and management of the global SAP system. The implementation covers the finance and CRM functions in 109 countries.
- **Maltese Health Authority: RFP and Procurement Process Review**  
The Maltese government commissioned a new hospital based on state of the art processes and systems. I project managed the evaluation, leading the client team I worked with the Health Authority to write the RFP's and adjudicate the procurement process to select vendors able to supply the patient management systems and integrate them with the medical hardware. Stakeholder management covered medical HODs, CIO, COO and procurement specialists within the authority
- **Visiting Lecturer for Coventry University.**

Interim Lecturer for CRM topic on the Coventry accredited Innovative Management MBA programme. Taught five concurrent classes using material, case studies and exam questions developed based on my industry experience, research and best practice.

- **Society of Motor Manufacturers and Traders: Product & Business Strategy review**

Contracted to research, analyse and make recommendations on the information products offered and prioritise project activities. I identified a suite of products, key areas where they should compete, organisational changes to compete effectively and governance changes to put in place controls to manage product development. I led team of four consultants and made recommendations to the new Chief Executive.

- **Treloar Trust: Business Strategy Review**

Aligned a leading school for the disabled's 5 year plan with Trust strategy. I renewed their costing and pricing model, relocation of school to a single site, and introduced a multi disciplinary approach to ensure better utilization of staff. The outcome reduced costs significantly, improved their ability to meet student and LEA needs, and was a contributory factor to receiving "outstanding" in a recent Ofsted report.

## **Gartner Consulting – Consulting Director**

**May 2000 – Nov 2006**

Leading technology research and advisory service, with annual turnover in excess of US\$950m. A selection of assignments includes:

- **Cape Town Government: Council Unification Programme, ERP and SI Procurement**

Was a key player in delivering a directive to unify seven borough councils into one Uni-City 2 years ahead of schedule by replacing all systems with a single ERP system. Programme managed the procurement process, requirements gathering and vendor selection. Won a series of awards for best government IT programme, with further annual savings of over US\$100 million and generated fees of \$350,000 for Gartner. Described by SAP as being the most rigorous public sector selection process in SA. Stakeholder management included all departments heads across the city as well as IT managers, city managers and elected politicians. Similar projects were later undertaken for Pretoria, Johannesburg and Durban City governments.

- **African Development Bank Tunis: Business Support Restructuring Project**

Project managed the restructuring of the ERP support function of a French speaking, North African development bank to capitalise on current staff in a geography that had few available skills. Enabled a multi skilled workforce to deliver an SAP centre of excellence in a multi cultural society eliminating the need to continually "fly in" expertise.

- **Scottish Enterprise: Business & IT Transformation Programme**

Managed and delivered a project to refocus the Scottish Enterprise CRM strategy and build the vision of how CRM would be at the centre of their business. Recommendations included a new board position, Transformation Director, to drive the transformation, worked closely with board to scope the necessary activities to achieve the transformation.

- **UK Central Government Department: Business Change Initiative**

This was in part being underpinned by an implementation of an Oracle ERP system, and I was engaged to review the current status of the project, the implementer's contract and the options for moving to a business as usual state as part of the OGC gateway review with the SRO and programme board. I identified several shortfall areas that necessitated the development of a remedial plan to renegotiate areas of the contract, re-establish large elements of a business change program and drove the adoption & usage of the ERP system.

- **Cairn Energy: IT Infrastructure Project**

Established an IT infrastructure that allowed an oil exploration company to make strategic choices around its structure. Supported the outsourcing of Indian based procure to pay processes to an SAP based business process outsourcer resulting in the successful flotation of the Indian subsidiary on the Indian stock market.

- **PPS: Project & Business Assessment**

Personally engaged by the Chairman of a pensions company to investigate a "never ending" project continually requesting monies to complete. Project managed several streams of investigation including internal staff and external suppliers. Cutting through a minefield of distrust, disinformation and resistance, a three week investigation uncovered serious fraud - unsecured systems; anyone could edit data and be untraceable. Proposed an immediate forensic audit resulting in replacement of chief exec and senior management.

- **National Trust: CRM Programme Evaluation.**

I was engaged by the Trust to run a project to understand the current state of its extensive Oracle CRM programme and recommend how the programme could be recovered. This included engaging a team working with the Trust and its suppliers to determine the implementation approach and system architecture that had been undertaken and the nature of the relationship with the prime contractor responsible for the CRM implementation. My role included contract evaluation and legal consultation to evaluate the termination of the outsourcing agreement in addition to recommending a series of actions to ensure business continuity as well as encouraging the SI to meet its obligations.

- **Bard Medical**

Bard implemented a PeopleSoft based ERP system for Finance, HR, Manufacturing, Stock Control and compliance. Working with a team of four consultants across three continents I undertook a programme

oversight assignment to ensure that the programme met its objectives, was appropriately managed and delivered the benefits to the required level quality. This involved periodic programme reviews at key milestones using an evaluation framework I designed to provide consistent feedback on programme progress, risks and scope.

- **National Prosecutions Authority (NPA), South Africa**

To improve service levels to its remote users, the NPA engaged the South African state IT agency to issue and evaluate a tender to contract a nationwide supplier of desktop and network maintenance services. After two years, the contract, worth R250m, had still to be awarded. As a result of my previous assignments in this region I was engaged to undertake a due diligence exercise on the tender process, evaluate the tender respondents, advise on the award of the tender and establish contractual and service level terms and conditions. The tender was successfully awarded and as a result, a legislative change is being sought to give government departments' greater procurement independence. In common with the majority of my South African assignments, this project was undertaken in a diverse and politically charged environment, requiring delicate stakeholder management, diplomacy, a logical, analytical approach and an ability to stick rigidly to due process. My report for this project resulted in significant management change to both the NPA and SITA and a legislative review of public sector procurement.

<b>Kingdom Consulting – Principal Consultant</b>	<b>Apr 1999 – May 2000</b>
<b>CMG plc Consulting – Project Manager</b>	<b>Aug 1998 – Apr 1999</b>
<b>Industrial magic Software Ltd – Director</b>	<b>Feb 1997 – Aug 1998</b>
<b>Texas Instruments Software – Product Manager</b>	<b>May 1990 – Feb 1997</b>
<b>Maxihunch Ltd Contract History - New Systems Development</b>	<b>May 1987 – May 1990</b>
<b>Rolls Royce Aero Engines - Senior Systems Designer</b>	<b>Nov 1985 – Jul 1987</b>
<b>Liberty Life Assurance - Trainee Analyst/Programmer</b>	<b>Sep 1984 – Oct 1985</b>

### **Qualifications, Affiliations and Training**

Master of Business Administration (MBA), Ashridge Management College	<b>1998</b>
BSc Hons Zoology with Marine Zoology, University College of North Wales	<b>1982</b>
Sourcing Strategy	
Finance for non Finance Managers	
Process Mapping for Documentation	
Prince II	
Account Planning,	
Handling the Media	
Elected to membership of Topinterim, an invitation only change and transition community.	

### **Interests**

Cycle:	I am a regular participator in off-road randonee events.
Travel:	I have travelled extensively including India, Malta, Germany, USA
Swimming:	I try to swim at least a mile every day
Creative Writing:	Especially fiction
Photography:	Digital and film
Gardening:	Grow a variety of greenhouse vegetables
Reading:	Biographies, Travel and Fiction
Mentoring:	Worked on 2 companies with Princes Trust
Musician:	Play guitar, whistles and recorder, member of a local folk band: Squeaky Feet.