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**Career Objective** *I aim to work in challenging environments on complex problems with colleagues who pursue a noble purpose within a progressive culture. My preference is to focus my energy on implementation and delivery of business rescue and remediation programmes.*

**Work Experience** (This is to complement the summary CV I have provided.)

'14 (July) – (present) ***Spark! Business Coaching & Rescues (and Entacore Electronics)***

'13 (June) – '14 (Sept) ***Mutual & Federal – Head of Group Schemes Business Rescue Johannesburg***

*And*

'11 (May) – '13 (June) ***Mutual & Federal – Executive GM of Strategic Change .Johannesburg***

I inherited a Step Change Programme, aimed at reviving and remediating this insurance business. This programme comprised a melange of projects across Sales, Risk, Underwriting, Operations, Claims and IT. However, it was clear through my review of the programme, an audit of various expected deliverables and historic delivery, that work was required to hire missing skill sets, develop processes on better ways of working and to embed absent disciplines, such as benefits tracking. Broadly speaking this entailed:

- building a PMO that would impose the correct discipline and controls required for the predictable delivery of projects
- developing all the associated working documents and templates with training on how to use these
- creating new processes and forums to manage resources and prioritise work
- re-organising the programme into logical units with the appropriate business ownership and more efficient governance
- and hiring new skills and talent into the business (PMO, Black-Belt and 6-sigma Process Engineers, Change Management etc)

Within a few months I was asked to take over the Strategy function. I built a team and we delivered a detailed business review, with an analysis and opinion on the obstacles and constraints that needed to be removed if new opportunities were to be taken advantage of and our financial performance targets to be realised. It was apparent that the

existing programme benefits were unattainable as things stood.

These recommendations included structural changes to drive ownership within the business, a rationalisation of projects, the embedding of delivery and change skills into the business domains themselves (as opposed to being a separate central team), a focus on making it easier to do business with us, and most importantly in my opinion, a complete overhaul of the culture, incentives, rewards and leadership behaviours.

For various reasons, not least of which was the resignation of the CEO, momentum was lost. However, the restructuring of the business focussing on market segments (instead of functional domains), with appropriate income statement ownership, was implemented. At the same time I made my change role obsolete by embedding these responsibilities into the Head of Segment role as I had planned from the start. In addition, I insisted that strategy not be outsourced, but owned by each Head of Segment.

Dissatisfied with my contribution to the business and the overall financial performance I asked for ownership of one part of the business and I was given the task of remediating and rescuing the Group Schemes channel. This I have now completed having:

- Redesigned the operating Model
- Created a new organisation structure
- Designed each and every role within the value chain including the RACI
- Formalised the necessary deliverables for key roles across the Value Chain
- Designed the operating procedures and new working docs
- Filled the positions within the new structure
- Trained the incumbents where skill gaps were identified
- Implemented a new customer and broker interaction model
- Reviewed every scheme's financial performance
- Constructed target income statements for each scheme
- Contracted new performance plans and actions with each scheme
- Cancelled delinquent schemes
- Reviewed and changed the scheme contracts
- Developed new reporting
- Implemented product and policy wording changes
- Drove through pricing changes
- Identified and stopped revenue leakage, set new cost targets and removed waste

- Coached and mentored both internal and external stakeholders
- Engaged with the FSB on pending changes in the regulations

In other words I took complete ownership of the detail of this rescue and remediation, (I can talk to the detail of EVERY deliverable from this period including Actuarial Pricing). I provided the thought leadership and took direct responsibility for the delivery of all that was required in fixing this business. The result has been that this part of the business with revenues of over ZAR 700 million, and 5 years of straight losses will generate value beyond just contributing to the cost ratio for the first time this year. This business is now profitable and an important contributor to Mutual & Federal's personal Line business.

'08 (June) – '11 (May) **Barclays/ABSA – *Small Business Chief Operating Officer and Head of Change*** **Johannesburg**

We took this business from PBT of ZAR 480 million to ZAR 1.3 billion in our turnaround programme, achieving RoEC of 38% and reducing cost to income ratios from 61% to 42%. From a pariah where nobody wished to work, we became the business unit of choice for talent, with no recruiting or placement costs incurred eventually. All our recruiting was done through referral, even McKinsey Consultants applied to work with us! This business rescue and remediation was conducted during the global financial crisis that began in 2008, and despite these adverse business conditions, we made this business unit one of the most profitable businesses in, if not the most profitable business unit, in Barclays/ABSA.

I have emphasised the application of business fundamentals prior to this (see M&F section above), I would now like to emphasise cultural and behavioural aspects that are crucial to a successful business rescue and remediation. (I am more than happy to provide detail on Structural, Process, Financial and Operating Model rescue tasks if so required.)

We had a total cultural shift, and our performance allowed us to implement little things that made a huge difference. For example, all salaries and bonuses were published, all performance ratings had a component of peer review and were made public too – to the consternation of HR! We embedded a true meritocracy.

Another cultural idea was the insistence of Mystery Shopping to access the customer experience, to understand business issues first hand and to get closer to the business. This close interaction allowed us to lead by example and alter the culture. The adoption of a province by each Exco member and the necessity of having all head office staff experience the pressures our front line faced allowed us to foster better relationship and to truly understand our business.

To make sure that everyone treated the business as their own, we fully disclosed all financial data to all staff, no matter how junior. All staff were expected to be able to speak to monthly financial results, and if unable to do so would expect not to receive a bonus. Thus, you could ask even a secretary what our expected PBT would be, what the ratio of assets to liabilities was, what the cost to income ratio was, what our impairment rates were on the lending book etc.

By implementing process training we redeployed staff to frontline customer facing roles, and managed to attain a ratio of 10:1 between frontline production staff and head office staff. In

2009 we managed to generate the highest returns in the Group, even exceeding those of ABSA capital, where I was asked to consider moving into a COO position, which I declined.

Key to all of this was the Noble Purpose that we crafted within the leadership team and sold to our people. This was a subtle and demanding exercise. We agreed firstly that we all commit to this Noble Purpose and this would be the foundation of the culture we wished to create. We developed context of why we were working at a bank, and this was to be used by every employee whenever relating to friends or family what we were about. It went like this “I love my children and I need fulfilment in my life. We recognise that the people, for whom we work, are not the people that pay us. There is a difference. Barclays shareholders remunerate us, but we work for those entrepreneurs and small business owners, who make up more than 40% of the GDP and employ more than 50% of the people in our country. Our children will in all likelihood find meaningful, and stimulating opportunities with the SMEs we strive to see succeed. The heart and soul of our economy and our path to a better country lies with our clients. If we want to live in a country where people can work with pride and dignity then we must support any SME that we can. The most effective way of solving issues of crime, violence, poverty, and unemployment is through the generation of economic activity built on SMEs. When we fail these SMEs we fail our families! We have 420 000 SME accounts, on average each of these businesses employs 4 people (we had a lot of single proprietors), so that amounts to 1 million 680 000 breadwinners, each supporting a family. If on average each bread winner supports 4 people, then we directly impact more than 6.7 million people in this country! This is relevance, this is a huge responsibility. This is our Noble Purpose! There is no better way to build self-esteem within a business, without which you can never do amazing things. This is the kind of passion that has resulted in me walking into client businesses and being hugged and kissed! Not many bankers can claim that!

‘08 (Feb ) –’10 (Nov ) **Barclays/ABSA – CEO’s Special Projects**

**Johannesburg, South Africa**

From time to time, I was called to participate in other key initiatives, deemed a priority to the bank.

- Project Mercury - A proposed JV with Steinhoff in an acquisition of the JD Group – I was asked to review the due diligence and provide an opinion on the business case potential. I opposed the deal, and argued objectively, rationally and convincingly, although against very senior voices that it would destroy value, based on:
  - Misaligned incentives within the acquisition team (Investment bankers with Retail unsecured lending bankers managed by an internal acquisitions team)
  - Mimicry of a bad strategy by African Bank who had acquired Ellerines, upon which I have since been vindicated.
  - The foolhardiness of thinking bankers might be cleverer than Markus Jooste the CE of Steinhoff and be nothing other than his risk mitigation strategy.
  - No convincing business case realisation plan

This was subsequently referred to as the “Best Deal we never did” and Africa Bank’s current woes are testimony to this.

- Project Oscar – I led the team on the business case construction and value capture plan for the proposed acquisition of Namibia’s Bank of Windhoek’s commercial bank, based on:
  - Market Growth potential - Macroeconomic, Demographic and Political drivers (SMME contribution to GDP, Gini-coefficients, job creation, unemployment, population age distribution etc)
  - Extrapolation of a potential income statement from targeted improvements to the Cost to Income ratio, impairments, product margins, cross and up sell ratios, the cost of capital, the asset to liability ratios, lending penetration, interest to non-interest income ratio etc
  - Value tree construction, outcome distribution projections, and a business case realisation plan and risk assessment.
  
- Community Banking – We were tasked with the problem of how to expand the retail banking footprint and to effectively bank the previously unbanked, sustainably. The team I put together won the Barclays innovation award for this work, which was one of the most satisfying projects I have worked on. The heart of the matter was this. ABSA then was at risk of losing the provincial government’s banking (liability balances in excess of ZAR 80 billion, a real advantage in lower cost of capital). We had to present a proposal to the powers that be, and it fell to Nico Jacobs and me to structure this proposal. This was the thinking:
  - Politics as well as business logic would drive the final decision. The DA had already moved the WC banking to Nedbank.
  - We emphasised the strong alignment between our business priorities and focus areas with the political goals of the government, these being financial inclusion of the previously marginalised citizens and poverty alleviation.
  - We presented our Small Business model with our recent tangible successes, and presented global data on the importance of the SME sector in GDP contribution, economic growth and employment, essential ingredients to sustainable poverty alleviation and essential in dealing with a distressed economy.
  - Our very innovative community banking solution was rejected by Barclay’s risk, and we were denied access to the development funding required to implement our solution. Instead, we approached the Bill & Melinda Gates foundation, which provided us with our funding. With this we then,
    - Approached the regulator and had the restrictions on our proposal removed
    - Obtained the tech resources to have additional functionality added to the Postilion back-end switch that integrates Point of Sale devices with the banking systems.
    - Kitted out a bus to act as a mobile account opening system that could traverse the rural areas of KZN

- Sought permission from the traditional leaders in several pilot areas to test our solution
  - Succeed in enabling local merchants, with POS devices to act as community banks, reducing the OTC deposit cost from in excess of ZAR 700 to less than 60 cents.
- ABSA retained the Provincial government accounts and we succeeded in providing an innovative way of allowing rural folk to save.

'05 (Dec ) –'08 (May ) **Old Mutual Healthcare – *Business Turnaround***

**Cape Town, South Africa**

This was my first project after returning to South Africa to make sure my children would be born on South African soil (instead of in Europe!) I joined the team working on the rescue and remediation of Old Mutual's Healthcare Insurance Administrator, which at that time was running at around a ZAR 40 million loss for the previous financial year. The business was under severe pressure from the Old Mutual Group, and it was a very stressed environment. The issues that required focus and attention were:

- The existing administration function was not adequately serving the underwriting healthcare insurers whose needs had evolved with the introduction of PMB (prescribed minimum benefits) and who were facing severe underwriting pressure.
- The regulatory requirement of ICD10 coding also meant that systems were inadequate and the existing mainframe architecture an obstacle to business success.
- Contributing to these obstacles were the lack of documented process and a poorly functioning call centre which was a channel meant to service both health care professionals as well as medical aid members.
- Lastly the 3<sup>rd</sup> party supplier network posed a significant challenge and required reform in terms of management control and negotiation and monitoring of pricing, especially pharmacies.

This rescue and remediation entailed understanding a changing industry, the implementation of a new Managed Care business, to cater to the evolved needs of the medical aid schemes, the implementation of a new system, and the development of processes to ensure operational effectiveness. We were successful and the Oxygen medical aid scheme grew to be one of the dominant Healthcare schemes in South Africa, and the medical aid administration business was returned to profitability.