

Personal Details		
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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 Rescues and/or Turnarounds.*

Career Summary (Please refer to my detailed CV for further information.)

'15 (Jan) - present ***Spark! Distress Business Solutions – Senior Business Rescue Practitioner Johannesburg***

I have completed a number of Turnarounds, Business Rescues and Debt Workouts. I have a close association with two distressed debt funds.

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

I assumed responsibility for the Group Schemes Business, which has had 5 straight years of underwriting losses on revenues over ZAR 800 million. I had full ownership of the income statement, and addressed structural, process, product and management issues across the entire Value Chain. This first phase is complete with the business on track to breakeven this year.

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

I co-ordinated the strategic change of the overall business, with focus on the creation and embedding of execution capabilities and disciplines, with new governance structures and processes aligned to benefits realisation.

'08 (June) – '11 (May) ***Barclays/ABSA – Small Business Chief Operating Office Johannesburg***

I was given the opportunity to own the new business operations after being part of the team that successfully implemented its new operating model. I continued refining the operating model. This business unit continued to be one of the top performers in

Barclays/ABSA, with RoEC in excess of 30%

‘07 (May) – ‘08(June) **Barclays/ABSA – Head of Change and Systems - Small Business Banking Johannesburg**

This was a multi-faceted role, requiring strategic thinking and practical implementation. I drove the programme management and was business owner of all systems and projects related to Small Business banking including the Operating Model design, Org Design, Capacity Planning, Segmentation, Balanced Scorecard automation, Portfolio Management, Process Re-engineering, Sales Force Management, New Product Implementation, etc.

‘06 (Jan) – 07 (May) **Founder of Talaria Health Risk Management Start-up - Cape Town,**

This is hardly the highlight of my career, as I tried creating a business from scratch with my own resources. This was a bold but failed attempt at corporate health risk management. It was a tough, humbling but very worthwhile learning experience.

‘05 (Feb) - 07 (April) **IRM Programme and Project Manager: Old Mutual Healthcare -Contract Cape Town**

I was involved in the implementation of a new line of business focussing on risk management. This initiative was a strategic response to rising health care costs, the burden of new legislation (PMBs, CDL, and ICD10 ding). Great shareholder pressure and the poor income statement created severe pressures, but we succeeded.

‘03 (Nov) – ‘04 (Oct) **Outsourcing Programme Manager: Ford & Visteon – Contract Köln, Germany**

This was a major outsourcing and re-engineering programme across 5 countries. Ford spun off their multi billion a year assembly business, Visteon, as an independent entity. The new business model was driven by cost reduction and my responsibility was the programme management of the negotiation and implementation of outsourcing of the HR, Time Keeping and Payroll systems across 5 countries, all integrated to the new ERP systems. Integration testing, planning, execution and management were my responsibility.

‘03 (Sept-Nov) **Process Re-engineer: ING Barings Treasury Analysis – Contract The Hague, Holland**

This was a forensic and Business Process Re-Engineering project within the Treasury department. My remit was to analyse the existing processes, and provide insight in how best to deal with various areas of wastage and revenue leakage.

‘03 (April-August) **Engagement Manager: eBay France Contract Paris France**

I was the Strategy Programme Manager here reporting directly to the Country Managing Director, with the Head of Marketing, Finance, IT, Product and Categories reporting to me. We had to develop a clear, convincing strategy for presentation to the eBay CEO, Meg Whitman, whose requirement was for the newly acquired French business to assume the position of growth that the UK and Germany had previously provided. I was offered a position with eBay in Milan thereafter and Ms. Whitman stated that this had been the best strategy and implementation plan that she had seen in 5 years.

02 (Jan-Nov)

ALTRAN Corporate Development and Strategy Paris, France

I was responsible for growing the business inorganically through Anglophone acquisitions. I owned each acquisition and was accountable for the entire deal including the sourcing, negotiating, due diligence, valuation, legal contracting required for each of these.

'99-'01

Accenture Manager London, Washington, Stavanger (Norway)

'97-'99

Accenture Consultant New York, Paris, Frankfurt

'95-'97

Accenture Analyst Cape Town, Johannesburg

'93-'95

Sharp Electronics Analyst – Cape Town

'90-92

AMS – vacation engineering work Stellenbosch

I worked as the Lead Engineer's general lackey, and worked on two projects each of which was challenging and of a sensitive nature. The first was a control system for missile guidance; the second was on developing laser guided mortars. I did everything from entertaining clients, designing electronic systems, sourcing components, writing documentation, whatever was required.

Formal Education

'01

INSEAD, full time MBA Programme Fontainebleau, France

'87-'93

University of Cape Town Cape Town – South Africa

Degree: B.Sc. Electronic (Bio Medical Engineering) – My thesis was to develop new Digital Signal Processing and Baseband sampling techniques to monitor arterial blood flow using Doppler ultrasound on diabetes patients I worked in the Groote Schuur Hospital's Vascular Department.

References

These are all business leaders with whom I have worked closely, please request their contact details from me if you wish to verify anything with them.

Philip Bowkley

Head of Barclays Corporate Banking who hired me into Barclays/ABSA

Peter Todd

Ex-CEO of Mutual & Federal

Nico Jacobs

Ex- Managing Director of Barclays/ABSA Small Business and currently COO of McDonalds

Gerhard Coetzee

World Bank & Professor of Economics with whom I worked on Community Banking

Caroline da Silva

Currently Deputy Executive Office at the FSB and ex EGM of Broker Distribution at M&F

Some Activities – A little about me	I think balance is important and I seek some measure of balance in my life. I hope these activities and ventures listed below reflect an attempt at a well-rounded approach to life. I combine travel with interests in water sports and gastronomy. Despite middle age and grey hair, I remain a devout believer in playing as hard as I work, hence my suffering when deprived of either loud music or dinner parties. I really enjoy English comedy – Monty Python, Blackadder et al. and like to balance this levity with a slightly more serious pursuit of music. Having played the violin, I once fancied myself a competent DJ, and continue this merely as a gentle and relaxing distraction. I also am blessed with a wonderful family: Anneke my partner and Annabel and Lara, my daughters. I derive a fiendish pleasure in misbehaving with the children of my friends, and of course my own
Writing	I have embarked upon a serious attempt to write a book. “Why bad decisions get made – seeking the lost wisdom of the crowd” The first draft is a sequence of dialogues set in a group therapy session conducted between a Psychiatrist, the Head nurse and the various inmates in a mental institution.
Adult Education – Cape Town: 1988, 1989 (Kyalitsha/Crossroads)	<p>As a student I tutored Math and Physics in the SHAWCO (Students’ Health and Welfare Centres Organisation) Adult Education programme through my 2nd and 3rd years at university. This entailed tutoring in the townships on Saturdays, at the height of the civil unrest.</p> <p>When I joined Andersen Consulting (Accenture), I participated in an outreach programme and organised adult education tutoring in Katlahong. This followed much the same lines as that which I did in Cape Town. This continued with me initiating a CSI project at ABSA, adopting an early learning centre in Soweto.</p>
CMAS technical diver	I am a 2 star CMAS diver and have dived all over the world.
General Travel	I have travelled (i.e. I have spent more than 10 days there) throughout South America and sub-Saharan Africa, as well as parts of Europe, North America, and Asia. I’m not a “country counter”, but if pressed to do so, I reckon I have travelled in over 40 countries.
Sport	I play golf (although rarely nowadays, mountain bike, dive (as mentioned), and surf. Fatherhood has curtailed my sky-diving activities.
Winding Down Activities	Probability Games – (Poker, Backgammon), Literature (especially Graham Greene & Evelyn Waugh), Poetry (William Butler Yeats, Dylan Thomas), Gastronomy and home science experiments with the neighbourhood kids.
Further studies	I have completed a wide range of additional university subjects such as Gamification (through Wharton Business School) and Cosmology (through Caltech)..