GARRY STEELE | Director

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Professional Profile

A **Strategic Commercial Business Director** with a successful career in both the private and public sectors - helping organisations to initiate and integrate programme and operational change across businesses – and develop and implement new corporate and commercial strategies. With an entrepreneurial approach and a comprehensive cross-section of skills - I am passionate about helping organisations to analyse their business requirements and produce definitive proposals, re-define their business models, assess new markets, develop new opportunities, implement new delivery strategies and build new / additional profitable revenue streams where required.

In the private sector, I have extensive business & commercial experience with both national and international organisations, with a successful track record of developing and managing business operations, leveraging new opportunities and increasing market share. In the public sector, I help organisations to assess their corporate and commercial organisational models, exploring opportunities for efficient and effective operational and cultural change, and exploiting commercialisation opportunities for revenue growth.

Core Skills, Knowledge and Experience

- Strategic Business Planning / Marketing
- Commercial Strategies / Models
- Business & Financial Planning
- Commercial 'Go-To-Market' Strategies
- Programme Planning Management
- New Business Planning and Development
- Product Development Strategies
- Brand Management
- Marketing and Sales Strategies
- Project Innovation and Project Planning
- Contract Negotiation / Management
- Business Programme & Project Analysis Communication Strategies
- Political and Local Government Knowledge
- Stakeholders & Members
- Trading Service Strategies
- Local Authority / Schools Trading
- Alternative Delivery Models
- Strategic Planning / Strategic Marketing
- Digital Strategy / E-Commerce Strategies
- Change Management / Customer Service
- Leadership and Line Management

Snapshot of Career Highlights

- Delivered Business and Operational Strategies for a range of clients such as Bristol City Council, E.ON UK, The Coal Authority and Bomar Offshore - through the implementation and re-structuring of their operational activities, by introducing business and operational change and setting out a new strategic commercial direction for these organisations including setting out and implementing a commercial and business infrastructure.

- As part of De La Rue's global re-launch, brought in as Divisional Head of Sales to develop an operational strategy across 3 continents and re-launch their software business to gain market share and improve financial performance. Engaged with local management and teams in Europe, Scandinavia, Australia and South Africa; formulated regional sales strategies; recruited marketing & sales teams; established direct & indirect sales channels; and played a key role in winning several major contracts worth £2.8m. Increased global revenue from £1.5m to £4.9m within 24 months.

- As Chief Executive for the Federation of Leaders in Special Education (FLSE) - formulated the long term strategic direction of the organisation to become the 'voice' of special education across the education sector. Developed all the Federation's activities from a strategic planning, business development, sales & marketing, communications and client services perspective. Increased membership by 35% of all special schools, upped new-member take up by 10%, revised fee structures, revenues up 10%, operating costs down 15%.

- As Head of Sales & Marketing at Milvus Software - implemented a functional commercial strategy to 'drive' business forward and increase profitability. Exited under-performing staff; assembled a new management team; recruited new talent into the business; re-organised the sales operation with new strategic and tactical plans. Within 18 months, increased turnover by 15% (to £5.75m), profit by 10% and market share by 6%.

- Ensured that Southend Borough Council's traded services operated successfully in a commercial environment. Introduced commercial business strategy, procedures & processes. Increased sales across telephony business by 20%; provided business consultancy for ALMO and Schools Network; developed a unified 'Community Equipment Services' provision; developed and implemented a 'Commercial Catering Services Project', increasing revenues by 40%. Developed a 'Digital Strategy' and 'Business Transformation Architecture' framework; and assessed Alternative Models to generate additional revenue opportunities.

Career Summary

July 2018 – Nov 2018 Employer: **Bristol City Council – www.bristol.gov.uk**
Position: **Commercialisation Project Manager (Interim)**

Outline

BCC are investigating new ways to increase the council's income through commercial means and are looking to generate a more commercial attitude and increase awareness of the need for staff to consider commercial opportunities. This includes harnessing the good practice that exists and embracing new & alternative ways of doing things to ultimately deliver successful and controlled change and transformation projects and programmes.

Key Tasks

- Shape and manage commercialisation/ income generation projects
- Develop key business strategies and business case development
- Produce full strategic business cases in line with BCC governance processes

Key Deliverables

- Defined a Commercial Business Strategy
- Implemented a Commercial Business Model that incorporated clearly defined business processes
- Established a Business Framework to conduct detailed 'Market Opportunity – Evaluation' processes

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May 2018 – July 2018 Employer: **E.ON UK Plc – www.eonenergy.com**
Position: **Commercial Manager (Interim)**

Outline

Short-term assignment as Commercial Manager for E.ON UK. My focus within their Finance & Commercial team was to support their fast-growing business area and play a key role in delivering their vision for Business and Community Solutions which are at the heart of delivering E.ON's vision - which is to improve people's lives and become their energy solutions partner of choice - where customers are looking to improve profitability, secure their energy supply, reduce complexity and improve their comfort and well-being.

Key Tasks

- Help to build E.ON's solutions capability in the UK, driving robust commercial decisions to shape the strategy for new and existing propositions.
- Establish the commercial business case for the UK market, supporting the business to determine the market opportunity and influence key pricing decisions.
- Work closely with the Sales team to shape customer proposals, identifying customer's needs and preparing bundled commercial offers to strengthen E.ON's position as the solution partner of choice.

Key Deliverables

- Established a framework to commercialise their very comprehensive financial modelling tool that is utilised by the business for all B2B client evaluations and business propositions. Implemented Phase 1 of a classic User Guide tool and documentation for the model (together with all relevant documentation) to enable Key Account Managers and Technical Sales Engineers to have a clear understanding of the objectives of the model, its mechanics and its inputs and outputs.

Nov 2017 - Apr 2018 Employer: **The Coal Authority – www.coalauthority.co.uk**
Position: **Head of Business Development (Interim)**

Outline

As Head of Business Development, my focus was on growing the Coal Authority's visibility in their chosen market sectors as well as looking for opportunities to generate business from both new and existing customers.

The Coal Authority's strategy is to innovate and expand their range of commercial products and services to developers, infrastructure providers, homebuyers, and organisations in both the public and private sectors. Until the arrival of a permanent Head of Business Development, my role was to drive the sales of both existing and new products and services, and generate new business that would enable the organisation to successfully deliver its growth objectives.

This included promoting a commercially astute culture across the organisation, working collaboratively with other teams and helping to drive the organisation's vision of becoming a world leader in resolving the impacts of mining.

Key Tasks

- Develop a Commercial Business Marketing and Sales Strategy for the organisation.
- Establish a new Commercial Infrastructure within the Coal Authority to deliver the above.
- Implement a Strategic Business Planning methodology.
- Implement a Business Project reporting and accounting methodology.
- Assess all sales & marketing operations and alternative delivery vehicles - to streamline operations, develop more effective resource utilisation, and deliver profitable growth.

Key Achievements / Deliverables

- Delivered a detailed Strategic Commercial Business Strategy for the organisation - including: Strategic Business Plan, Product Development Strategy, Marketing Strategy, Marketing Plan and detailed Account Planning Strategy incorporating Forecasting and CRM – to increase exposure across market sectors, grow their market share, increase their customer base, achieve financial targets and improve profitability.

Jan 2017 - Aug 2017 Employer: **Bomar Offshore Ltd. – www.bomaroffshore.co.uk**
Position: **Business Development Manager (Interim)**

Outline

Bomar Offshore Ltd provides a specialised service and solutions to the offshore Oil & Gas Industry. The service they provide covers full detailed offshore surveys of all fire doors, windows and enclosures.

They supply, install and carry out a maintenance service that ensures new and existing doors, windows and enclosures stay within the certification requirements specified by the original manufacturer.

Key Tasks

- Develop a Commercial Business Strategy for the organisation.
- Establish a new marketing, business planning, sales, project management and reporting methodology.
- Assess and implement new technologies to enable all the above.

Key Achievements / Deliverables

- Established and delivered a range of business development services to Bomar as they looked to diversify their business operations and required help to oversee the 'stepping up' of their business development requirements and how they could better commercialise certain aspects of the business, explore new markets and streamline existing operations.

Nov 2015 - Dec 2015 Employer: **Somerset County Council (SCC) – www.somerset.gov.uk**
Position: **Commercial Marketing Manager (Interim)**

Outline

Worked with ‘Organisation Development’ at SCC to develop commercial awareness and business strategies across key areas of the council under the broad heading of “Marketing Services in the Public Sector”.

Key Tasks

- Review included: Innovation and Change; Commercial Business Strategy; Product Development Strategy; Marketing, Sales & Customer Service Strategy; ADM’s; Digital Strategy and New Ways of Working.

Key Achievements / Deliverables

- Presented and demonstrated both the theory and the practicality of bringing products and services to a commercial market and all the processes that needed to be undertaken to ensure that they have the best chance of success.
- Delivered a comprehensive ‘Commercial Business Strategy’ to the organisation.

Mar 2015 - Jul 2015 Employer: **Hammersmith & Fulham (LBHF) – www.lbhf.gov.uk**
Position: **Business Manager- Planning & Commercial (Interim)**

Outline

Worked with the Innovation & Change Management (ICM) Division and developed and implemented a package of marketable products that would allow the Division to:

- Assess and exploit the existing and realistic potential market for the ICM products and services.
- Assess and qualify competitor organisations in the same product / market space.
- Increase potential income levels across ICM through years 1 to 3.

Key Tasks

- Conducted 1-2-1 reviews with the ICM team, clarified current working practices, developed comprehensive series of Business ‘Activity Roadmaps’ which covered Business Intelligence, Business Process Re-engineering, Change Support, Customer Journey Mapping, Data Use Evaluation, Program/Project Management, Leadership & Management. Established a comprehensive Business Service Portfolio and productised the same.

Key Achievements / Deliverables

- Produced a detailed Business Case for the creation of a Trading Company for ICM. Included Business Analysis, SWOT Analysis, Business Planning, Development, Professional Services, Marketing, Sales and Support. Developed a Year 1 (2015/16) Target Operating Model (TOM) that outlined the structure in preparation for delivering income targets.

Sep 2013 - Mar 2015 **Employer: Southend-on-Sea Borough Council (SBC) – www.southend.gov.uk**
Position: Commercial Manager (Interim)

Outline

Developed all the council's commercial activities across various services, with emphasis on key trading companies and individual service areas.

Key Tasks

- Developed and undertook range of commercial activities that ensured the efficient operation of both current and proposed operating models for all Council services.
- Assisted with bringing a commercial mind-set to the SBC 'Culture Change Programme' (CCP).
- Undertook a review of all 'Commercial Business - Traded Services' with other Authorities across Essex to establish common ground & practices to develop potential 'Joint Venture' commercial opportunities.
- Developed and established a framework for the planning of a Digital Strategy - across the council incorporating the three principle corporate divisions of Services, People and Place.
- Developed a strategic 'Business Transformation Architecture' - together with departmental communication strategies - for implementing with a planned digital strategy.

Key Achievements / Deliverables

- Ensured that the Council's traded services operated in a true commercial environment...
  - Introduced marketing strategy, commercial business practices, procedures & business processes
  - Within Commercial Services - increased sales across telephony business by 20%.
- Developed a business case for the Trading with Schools Service and work with colleagues to draft a 3-year business plan which delivers increased surplus/profit for the Organisation. This also included:
  - On-line Service - Southend Learning Network - www.southendlearningnetwork.co.uk
  - 50+ services delivered / available for Maintained and Non-Maintained Schools
- Developed a 'Catering Services Project' Business Case and Commercial Proposition:
  - Included the Civic Centre, Tickfield Centre, Pier and additional 'off site' facilities across the Borough.
  - Negotiated an annual guaranteed min. £54K revenue return to council over the 7-year contract.
- Initiated project to review all council owned physical assets across the Borough with the objective of assessing better asset utilisation and revenue generation opportunities.
  - Forecast to increase revenue by £500K to £1m by 2020 with 25% net profit

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Earlier Career

2002 - Present: Scorpio Connect Limited – *Director*
2009 - 2013: Federation of Leaders in Special Education – *Chief Executive*
2001 - 2002: Milvus Software – *Head of Sales & Marketing*
2000 - 2001: Obtree Technologies – *Corporate Sales*
1996 - 2000: De La Rue Plc (Software Division) – *Divisional Head of Sales*

Personal Details

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Testimonials

"Garry came recommended to us through a business associate. We needed someone with his skills to work throughout our current business structure and to identify areas where potential business improvements could be implemented. Garry has a very strong work ethic and is a self-motivated team player. Garry had proven to be an asset to the company in the short period of time at Bomar Offshore Ltd and he fulfilled his objectives in accordance with the assignment brief. A very personable individual - we would definitely recommend him." **Robert Lyon, Director - Bomar Offshore Ltd.**

"Garry knows his stuff; his career has given him excellent insight into business and marketing across multiple sectors and his translation of this into practical solutions for managers in the public sector is simple, concise and very relevant in today's public-sector environment. As councils and other public bodies find themselves having to trade in the services they provide, marketing and sales will become far more commonplace at County and Town Halls across the UK and inevitably a need for better focus and knowledge in this area will be essential. We would definitely recommend Garry for similar commercial assignments." **Hugh Griffith, Head of Organisational Development - Somerset County Council**

"Garry Steele was a very affable colleague who was able to interact with ease with colleagues at all levels both within and outside Southend Borough Council. Calm and unflappable and not afraid of a challenge, Garry shared his extensive commercial knowledge with us and developed several key business tools / templates and opportunities for us which assisted us in the various organisational tasks which he was responsible for. It was a pleasure working with Garry - he is truly a really nice guy! We would recommend him." **Nick Corrigan, Director for Digital - Southend Borough Council**