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Professional Experience

Highly commercial Interim Manager specialising in complex project delivery, FP&A and business integration. Results orientated, drives sustainable change and delivers improvements by developing cross-functional effectiveness. Communicates effectively across all levels through an open, approachable and supportive style. Extensive breadth of experience across multiple sectors, sites and cultures at strategic and operational levels.

Principal Areas of Practice

- Provider of interpretation and understanding, tools and processes, to deliver specific business critical strategic objectives, across working capital, profitability and stakeholder support
- Robust delivery of sustainable benefits through developing cross functional effectiveness and business buy-in
- Delivery of organisational change and business transformation projects
- Identification and minimisation of value detractors and release of value from integration across traditional boundaries

Major Projects

Schoeller Allibert – Global Returnable Transit Packaging. €500m turnover, 2000 staff

Apr 17 – Oct 17: Strategy Implementation Manager.

- Working with the functional heads and regional Directors to identify, scope and prepare initiatives to deliver the strategy.
- Encouraging communication between regions and with the central functions.
- Supporting the commencement of a number of those initiatives for the ongoing business owners.
- Identification of relevant KPI's and setting up a programme tracking process to ensure progress.

LINPAC Group – Global primary food packaging, plastics and films. €580m turnover, 2700 staff

Feb 16 – Feb 17: Interim Consultant for refinance, reforecast, and sale of the business.

- Preparation of all refinance information. Compilation and alignment of strategic plans in preparation for business disposal.
- Supporting the Group FD through all aspects of VDD, setting data architecture and complex forecast modeling.

St George's University Hospitals – NHS Foundation Trust. £800m cost base, 9000 staff

Sep 15 – Feb 16: Interim Consultant supporting the trust reforecast as part of KPMG turnaround activities.

- Supporting two of the four clinical divisions across the Directorates of Children's, Women's, Diagnostics, Therapies, Critical Care, Outpatients, Pharmacy and Community Services.
- Robust approved forecast for 15/16 & 16/17 delivered with improved client understanding of business cases and CIPs.
- Providing significant challenge to both existing and forecast activities to improve the financial position of the trust.

LINPAC Group – Global primary food packaging, plastics and films. €560m turnover, 2600 staff

May 14 – Jul 15: Interim Consultant delivering and enabling key strategic projects including:

- Assessment of the impact of retail food-packaging cartels in the EU. Compilation of historic data, interpretation of trends and events in conjunction with senior regional management and working closely with legal and economic advisors.
- Due diligence data room compilation, data normalisation, full business supporting information & analysis.

Renold plc – World leading transmission and conveyor chain manufacturer. £200m turnover, 2300 staff

Oct 13 – May 14: Financially managed the transition from full capability manufacturing site to assembly cell.

- Staged rundown of activities with product and equipment transfer programme to the US and Germany achieved on time.
- Loss reduced by 15%, with effective issue mitigation, management, and communication with sister project teams.
- Successful transfer of business to new assembly service centre, legacy operation closed, with clear audit report.
- Service level maintained despite orders increasing by 28% during transfer activities.

LINPAC Packaging - European leader in primary food packaging, plastics and films. £600m turnover, 2600 staff

Dec 09 – Jul 13: Focus on alignment and improvement of forecast commercial information and processes to enable decisions.

- Creation of initiative based cross regional and cross functional integrated strategic plan in corroboration with European business leaders and key members of their teams. Implementation of bridge focus.
- Design and delivery of robust integrated refinancing model with full sensitivity functionality linked to strategic plan.
- Drove improvements in margin management in volatile commercial and raw material markets.

Linpac Allibert – European leader in Returnable Transit Packaging. £350m turnover, 600 staff

Jan 08 – Jun 09: Divisional Controller - Achieved robust consistent reporting of diverse projects to enable benefits.

- Regular review of results enabled project delivery to be driven in the local regions and gave visibility of improvement opportunities that could be applied across multiple regions. Achieved over £1m cashflow benefits within 6 months.
- Relocated divisional finance function from Paris to the UK, with reduced core staff and improvements in profit, cashflow, working capital forecasting and reporting across all business entities.

Uniq plc – St-Ivel Division – UK based Chilled Food Manufacturer. £450m turnover, 3200 staff

Apr 07 – Jan 08: Finance Director Designate. Ensured stability of core information, including budgets and forecasts

- Reporting was developed to improve clarity of the financial position in all areas across the two business units, through operational performance to product profitability and promotional activity.
- Targeted development of the finance team and reduced reliance on external contractors resulting in a stabilised core team.

ESAB Holdings – World Leader in Welding & Advanced Cutting Systems manufacture. £800m turnover, 6100 staff

Nov 05 – Apr 07: Project Owner, Working Capital Reduction - Trade Debt.

- Hands-on project management role which required high levels of staff persuasion, stakeholder management and focus on requirements to ensure sustained delivery of results.
- Instrumental in bringing five regions to below budget for Days Sales Outstanding (DSO) and Percent of Debt Overdue (PDO).
- Overdue debt over 7 days reduced by £4m (40%), DSO reduced by 5 days (6%), and PDO reduced by 4% to 10%.

Finning (UK) – Construction Equipment, Power Generation, Materials Handling. £700m turnover, 2300 staff

Mar 04 – Jul 05: Process Owner – Materials Handling Integration, co-ordinated financial systems integration of LEX Harvey.

- Ensured cross project solution of common issues; alignment of commercial terms, WIP, and customer communications.

Feb 03 – Feb 04: Process stream specialist – Caterpillar DBSi implementation – SAP specialist for all procurement, AP & AR.

- Delivered structure expandable to worldwide sister businesses. UK benefits £2.0m delivered.

Preceding Permanent Roles

- **United Biscuits** - Supply Chain Financial Planning Manager (£320m cost base, 4100 staff, five factories, Hayes)
- **United Biscuits** - Process Change & Site Implementation Manager (SAP implementation, Twickenham & three Ashby sites)
- **McVities** - Finance and Operational Planning Manager + Deputy Factory General Manager (£100m t/o site)
- **Ross Young's** - Finance Manager (£35m turnover sandwich facility selling to M&S)
- **Decorative Products Group** - Financial Controller & Group Company Secretary (Ceramics + Wallpapers)
- **Ernst & Young** - Senior Accountant – Business Recovery (Exeter based)

Key Skills

- Execution of complex projects in challenging environments
- Strategic planning & modeling
- Delivering clarity
- Delivering sustainable improvements
- Financial Planning & Analysis
- Troubleshooting
- Forecasting
- Highly committed and adaptable
- Releasing value from integration across traditional boundaries
- Project and Programme management and implementation
- Sales and Operations Planning
- Business reorganisation and Organisational change
- Team management, support and development – directly and within remote matrix structures

Industry Sector Specialisms

- Manufacturing, across plastics, films, chilled & ambient foods, packaging, ceramics
- Engineering, across components, assembly, welding / cutting, service delivery, leasing
- FMCG
- Healthcare

System Applications

- SAP at enterprise design and implementation level for FI/CO, PA, Procurement
- TM1 databases
- Microsoft Office Applications + other similar

Education / Qualifications

- ACA, E&Y
- BSc (Hons) Physics 2:1, University of Birmingham
- Creating Competitive Advantage, Said Business School, University of Oxford