

Steve J Bailey BSc ACA

+44 7977 001315
steve@rosierbailey.com
<https://uk.linkedin.com/in/stevejbailey>
<http://www.rosierbailey.com/>
318A Bath Road, Worcester, WR5 3ET



Professional Focus

I deliver business critical activities for CFOs in medium and large manufacturing organisations

Principal Areas of Practice

- Delivery of Strategic Projects – Implementation and ongoing support
- Support to Define Strategy – Preparation and interpretation of robust information to enable strategic decisions
- Integrated Business Forecasting – Enabling effective cash management
- Business Systems and Processes – Laying effective foundations for efficient business operations
- Regional Business Support – Ensuring the effective alignment of operational units

Key Skills

- Execution of complex projects in challenging environments
- Strategic planning, forecasting & modelling, FP&A, S&OP
- Team engagement, support, and development
- Financial counsel on resourcing and operational interactions
- Communicating across all levels to achieve business buy-in
- Releasing sustainable value from cross-functional integration
- Identification and minimisation of value detractors
- Business reorganisation and transformation

Industry Sector Specialisms

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

System Applications

- SAP at enterprise design and implementation level for FI-CO, PA, MM, SAP BW
- TM1 databases, Sage Intacct
- Microsoft Office Applications + other similar

Education / Qualifications

- ACA, EY
- BSc (Hons) Physics 2:1, University of Birmingham
- Creating Competitive Advantage, Templeton College, University of Oxford

Interests

- Property Renovation, Cooking for Friends, Art and Acrylic Painting

Recent Fractional Consulting and Delivery Roles

Ingredients Manufacturer	Business forecasting and priorities alignment, guidance on turnaround activities
Furniture Manufacturer	Fully Integrated forecasting and modeling scenarios for stakeholders
Property Group	CFO Support for group-wide systems replacement, alignment and integration
Specialist Automotive Projects	Feasibility study for critical business information alignment

Main Client Activity

— Mar 24



Lotus Tech Innovative
Commercial arm of Lotus
activities outside China
£1.7bn turnover, 600 staff

Transition Implementation Interim Manager

- Drive critical financial activities for the operational segregation of the new business from the existing structures.
- Support CFO and Commercial FD on key deliverables and provide the financial base building blocks for development of the business.
- Align operational and financial activities to ensure delivery of targets.
- Lead on systems and shared services implementation, being the business contact with external teams.

— May 23



Gordon Murray Design and Automotive – Automotive
design & manufacture
£200m turnover, 380 staff

Transition Consultant

- Ensure launch requirements visible and enacted.
- Develop business and resource plans for new business streams.
- Drive delivery of new systems to support business growth.
- Full financial modelling & sensitivity by business project.
- Work with advisors to deliver a partial disposal of the business.

— Jan 22



Müller Milk & Ingredients
Dairy products manufacture
£1.4bn turnover, 4700 staff

Head of Finance – Manufacturing

- Operational finance responsibility for all six UK manufacturing sites, including ongoing performance, forecasts, budgets, reporting, capital projects and assessment of strategic options.
- Developing improved visibility of performance through integrated holistic reporting.
- Supporting cross-site and functional linkage to drive alignment of business activities.
- Implementation of SAP and providing interpretation of results at category and operational levels.

— Apr 20



Lotus Group International
Sports car design and
manufacture
£110m turnover, 1100 staff

Interim Consultant / Group Financial Controller

- Stabilisation and development of the core financial team and business processes in a period of rapid expansion.
- Implementing appropriate forecasts to monitor profitability and cash positions.
- Financial development of new business operations and handover to ongoing local financial support.

— Jan 19



Klockner Pentaplast Group
Global Rigid and Flexible
Packaging
£1.9bn turnover, 6300 staff

Integration Specialist, Food and Consumer Products Division (FCP)

- Following the acquisition of LINPAC Group by the division, integrated reporting and processes of FCP division through weekly and monthly timeframes, spanning regional, divisional management, and board reporting.
- Delivered transactional reporting profitability level analysis in SAP BW across all legacy regions.
- Provided clarity on resin price recovery performance.
- Application of reporting templates and processes across other divisions of the group.

— Nov 17



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

Strategy Implementation Manager

- Working with the functional heads and regional Directors to identify & scope 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.
- Creation of relevant KPI's and programme tracking process to ensure progress.

— Apr 17 —



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

Interim Consultant for refinance, reforecast, and sale of the business

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

— Feb 16 —



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

Interim Consultant supporting the trust reforecast as part of KPMG turnaround

- 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 delivered with improved client understanding of business cases and CIPs.
- Providing significant challenge to both existing and forecast activities to improve the trust's financial position.

— Sep 15 —



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

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 legal and economic advisors.
- Due diligence data room compilation, data normalisation, full business supporting information & analysis.

— May 14 —

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

Financial Restructuring Lead (Oct 13 – May 14)

LINPAC Packaging – European leader in Primary Food Packaging, plastics and films. £600m turnover, 2600 staff

Business Planning Consultant (Dec 09 – Oct 13)

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

Divisional Controller (Jan 08 – Jun 09)

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

Finance Director Designate (Apr 07 – Jan 08)

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

Project Owner, Working Capital Reduction - Trade Debt (Nov 05 – Apr 07)

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

Process Owner – Financial Systems integration of LEX Harvey (Feb 03 – Jul 05)

Preceding Permanent Roles

United Biscuits HO

Supply Chain Financial Planning Manager (£320m cost base, 4100 staff, 5 factories)

United Biscuits

Process Change & Site Implementation Manager (SAP, Twickenham & Ashby sites)

McVities

Finance and Operational Planning Manager + Deputy FGM (£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)