

PERSONAL PROFILE

British born citizen with US Permanent Resident (“Green Card”) status, regarded as a leading international defense expert combining intellectual insight, analysis and knowledge with practical experience.

COMMERCIAL EXPERIENCE

2007 -

Principal Consultant, Complexity Management International

US Editor, Great North News Services (Executive Editor, GlobalVision Magazine)

- Strategy consulting engagements in support of Government, defense industry and corporate clients.

2005 -

Research Director, UK Defense Forum (www.ukdf.org.uk)

- Managing research agenda in support of educating UK legislators in both Houses on matters of import in the Defense and Homeland security realm.

2002 – 2007

Group Business Development: Babcock International Group (www.babcock.co.uk)

Green-field role in a London listed defense outsourcing business working directly with the executive management team to develop the Group strategy and processes to meet ambitious growth targets. My work helped facilitated strategic change in a period in which market capitalisation has increased ten-fold and profitability several-fold.

Key achievements

- Developing and executing a strategic business development campaigns to protect and expand the corporate position in the \$8 billion Aircraft Carrier (CVF) programme.
- Integral part of Group team leading the due diligence process for the 2006 \$90 million acquisition and integration of the nuclear, defense and airport services Alstec group.
- Active member of a successful bid defense team mobilized in March 2006.
- Member of the group acquisition steering committee providing strategic support in target identification, analysis, evaluation, deal execution and post merger integration planning of the successful \$210 million acquisition of Peterhouse Group plc. during 2004.
- Green field development of Investor Relations function to manage financial stakeholders.
- Designing and executing the first in-depth reviews of business activity after a five year hiatus engaging UK and overseas divisional management teams, leading to improved planning and facilitated development of cross-business synergies and opportunities.
- Developing a group-wide competitive intelligence system to underpin strategic planning which has delivered superior information on customers and competitors.
- Spearheading the public affairs effort to reach military, civil service, political influencers.
- Project managing implementation of the pilot element of a Group-wide ERP solution.
- Playing a key role in defining the entry strategy for penetrating the civil nuclear decommissioning market and bidding the first UK outsourcing programme worth some \$40 million annually over seventeen years, leading an international consortium.

2001 – 2002

Consulting Director: Think Tools AG. (www.thinktools.com)

A P&L role with responsibility for leading development of a global consulting practice located in Europe, North America and Asia for a Swiss listed strategy consulting ‘boutique’.

Key client engagements

- For the e-Envoy’s department in the Cabinet Office I facilitated development of their 2002 public spending review submission which helped secure an additional \$112 million.
- For the Ministry of Defence Equipment Capability Customer organisation I developed models for analysing strategic requirements in support of a member of the Joint Capabilities Board, responsible for prioritizing a \$12 billion annual procurement program.
- Facilitating identification of priorities for a government wide knowledge management network in conjunction with the IBM Innovation Centre in London.
- Strategic advisory work at senior level for a New York based natural resources enterprise.

Key achievements

- **Business Development** - Successfully leading new business development in government and defense arenas, with direct responsibility for UK market.
- **Product Development** - Lead role in developing premium value proposition, resulting in responsibility for regional consulting teams located in Europe, US and Asia.

- **Client Management** - Implementing new processes for service delivery, including client, knowledge and capacity management, which improved engagement success.

1999 – 2001 Consultant: **Arthur D. Little.** (www.adlittle.com)

Integral member of the London Strategy & Organisation practice working with blue chip Clients.

Key client engagements

- Developing merger options for the Scandinavian Aerospace and Defense Group, CelsiusTech of Sweden, prior to its successful sale 40% above book value (\$475million).
- Advising the Defense Vehicles Division of Fiat for a two year period on strategic options both within Italy and internationally laying the foundations which resulted in the award of a \$380 million contract in the UK for the FCLV reconnaissance vehicle programme.
- Due diligence for the \$800m acquisition by Baxi PLC of Myson in 1999 against three bidders.
- Advising Orange, Marconi, KPN and FirstMark on emerging technology markets in Europe.
- Due diligence of plans to secure funding from a banking syndicate for a US\$200m stadium redevelopment by the Turkish football team Galatasaray.

Key achievements

- **Business development** – Personally led negotiations with a UK FTSE 250 Client resulting in the award of a \$500,000 consulting engagement.
- **Competence development** - globally responsible for the 'managing uncertainty' competency, trouble shooting and instilling best practices to client engagements.
- **Product development** - lead member in a global product development team which created a framework for e-business known as '*Creating Digital Businesses*'.
- **Tools & methodologies** - responsible for leading the UK development of software tool based consulting, training, support and knowledge management.

1997 – 1998 Consultant: **Royal Military College of Science, Shrivenham.** (www.cranfield.ac.uk/cds)

- Facilitating management development seminars at the HQ, Army Land Command.

PROFESSIONAL AFFILIATIONS

2007 – present Member of the Defence Technology Club (DTC) of the UK Defence Academy.
2005 – present Director of Research, UK Defence Forum.
2006 – 2007 Full member of the UK Investor Relations Society.
2005 – 2007 Member of the RAF Benevolent Fund 'Leadership Development Group'.
2005 – 2007 First Chairman of the DMA Policy Committee.
2004 – 2007 Council Member of the Defence Manufacturer's Association (DMA).
2004 – 2007 Member of the Economic Policy Committee of the Engineering Employers Federation (EEF).

ACADEMIC AND PROFESSIONAL BACKGROUND

2005 - 2007 Ministry of Defence Acquisition Leadership Development Scheme (ALDS) alumni member.
2004 Financial Seminar for Senior Managers (FSSM), London Business School.
1999 – 2000 Professional strategy consulting training seminars and finance training with BPP.
1996 – 1999 Ph.D. Strategic Decision Making theory. (Scholarship) Cranfield University (RMCS)
1994 – 1995 MSc (Econ) Strategic Studies. University College of Wales, Aberystwyth. (UK/US Pass)
1991 – 1994 BA (Hons) International Relations. Staffordshire University. (UK Class 2:1) (US A-).

IT COMPETENCE

Skilled at web-based research, Windows & Mac OS, Brimstone, Office, GenSight, iThink, Think Tools.

INTERESTS AND ACTIVITIES

Food & Drink, Politics, Yachting, Photography, Travel, Literature and the Arts.

PERSONAL INFORMATION

Married (November 2009). Date of Birth: May 6th, 1970.

RESEARCH AND THOUGHT LEADERSHIP

- 2009 The Janes 2009 US Defense Conference in *GlobalVision Magazine* (July/August 2009). pp. 38–39.
- 2009 The IED experience in Iraq & Afghanistan: Old wine in new bottles ? UK Defense Forum Research Paper.
- 2009 The Global Financial Crisis and Implications for the Defense Industrial Base in *RUSI Defense Systems* (February 2009). pp. 96 – 97.
- 2008 Contrasting Efforts: The British Strategic Defense Review and the United States Quadrennial Defense Review Processes in *RUSI Defense Systems* Vol.11 No.2 (October 2008). pp. 81 – 83.
- 2008 Briefing: The April 22nd, 2008 Jane's US Defense Conference in *GlobalVision Magazine* (August/September 2008). pp. 26 - 27.
- 2008 Birds nest soup: Alternatives beyond the Joint Strike Fighter (JSF) programme to meet UK carrier-borne aviation requirements. UK Defense Forum paper GR172.
- 2008 A Tale of Two Cities: Transatlantic defense acquisition priorities in *RUSI Defense Systems* Vol.10 No.3 (February 2008). pp. 106 – 108.
- 2007 'Platforms: quantity versus quality; quantity versus complexity' in *RUSI Defense Systems* 9 (3) Spring 2007. pp. 19 – 22.
- 2006 'Defense R&D: pointers from the civil sector' in *RUSI Defense Systems* Winter 2006. pp.19 – 20.
- 2005 'Braving the elements: Analysing maritime force elements and capabilities' in *RUSI Defense Systems* 8 (2) Autumn 2005. pp. 99 – 100.
- 2005 'The next Grand fleet: A resource-constrained perspective on naval acquisition challenges' in *RUSI Defense Systems* 7 (3) Spring 2005. pp. 102 – 104.
- 2004 'Parking tanks on whose lawn? A review of defense sector acquisition activities' *RUSI Defense Systems* 7 (2) Nov. 2004. pp.34 – 36.
- 2004 'Understanding Options for Change fifteen years on' *UK Defense Forum* Research Paper TS11.
- 2003 'Thirty years on: reflections on CVA-01 versus TSR2' *UK Defense Forum* Grey Paper 109.
- 2002 Submission to Her Majesty's Government Strategic Defense Review: new chapter study.
- 2001 'Consolidation trends in the European land systems sector' in *World Defense Systems* 3 (2) July 2001. pp.161 – 165. (With M Price).
- 2000 'Learning from defense logistics experience'. *Royal United Services Institute Whitehall Paper* 52.
- 2000 'Targeting intelligence gathering in a dynamic competitive environment' in *International Journal of Information Management* 20 (3) (June 2000). pp. 181 – 195. (With J Powell).
- 1999 'New dimensions of International Security: Information vulnerabilities' in *Spillmann, K R. and Krause J (eds.). International Security Challenges*.
- 1998 'Quantitative modeling of modern land warfare: Operation Desert Sword 1991' in *Defense Analysis* 14 (3) (Dec. 1998). pp. 277 – 298.
- 1998 'The security-strategy interface: Using qualitative process models to relate the security function to business dynamics' in *The Security Journal* 10 (1998). pp. 151 - 160. (With J Powell).
- 1997 'Of Herrings and Sea-lions: The Strategic Defense Review' in *British Army Review* 117. pp. 42 - 44.
- 1997 Submission to Her Majesty's Government Strategic Defense Review. *House of Commons Library*.