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Business leader looking to leverage experience in organisations that range in size from AIM and FTSE 250/100 through to running HMRC, the largest financial operation in the UK (>£5bn per day). Extensive operational governance, media and City facing experience; Information & Communication Technology (ICT), Mass/Niche Retail, FMCG, Financial Services and Whitehall.

Non-executive experience (AIM, FTSE, Regulated Financial Services)

Chair, Vice Chair, Chair of Board Committees (Audit, Risk, Remuneration, Nomination)
Rapid growth, Profit Optimisation, Governance initialisation/rework, IPOs, Trade Sale

Pollen Street Capital plc, 2014 to 2020. Chair of the Board from IPO Inception to a FTSE 250 listed Investment Trust operating at the wholesale level in the alternative finance banking sector. Secured a main market listing and ran a substantial capital raise. Full suite of plc governance and management systems initialised. Market Cap. approached £1bn.

British Medical Association, 2010 to 2020. Chair of the Audit and Risk Committee. Culture and Governance taken through change programmes; cross unit governance issues resolved, new risk process launched. Rapid and secure adjustment to lockdown.

Cambridge Building Society, 2010 to 2019. Vice Chair and Chair of the Audit & Risk Comm. Channel strategy switched to mortgage intermediaries, risk weighted approach to product design/delivery, extended customer base; material increase in lending, balance sheet doubled. Enterprise wide IT system installed; target benefits secured.

Chair role at **InternetQ** 2010 - ground-breaking mobile marketing and digital customer contact, NED at **Psion** 2009 - major organisation/product emphasis shift and adoption of modular marketing and, Audit Chair at **BHRT, University NHS Trust** 2008 – corralled a complex and wide ranging (health sector) risk profile in the context of largest PFI in the UK.

Executive Experience (FTSE 100 and 250 plus Dual Listing and Central Govt.)

The best practice of leading companies (**Diageo, Whitbreads** and **Kingfisher**) runs through me; I have successfully adapted this knowledge to a wide range of business challenges. With a good spread of sector exposure and experience of both established blue-chip companies and 'start up'. Making full use of the transportable nature of the UK accounting qualification, I have thrived on both sides of the Atlantic and in several countries in Continental Europe (including two years when I lived and worked in Paris for Diageo).

2006 to 08 – Director General and Chief Finance Officer of **HM Revenue & Customs** (£450bn revenue, £4.3bn overall cost budget). My brief was to reorganise my functions without prejudice to operational effectiveness. I directly supervised over twenty thousand

employees; my teams included Finance, Credit Control and Internal Audit; I had the UK's largest group of qualified accountants outside of the military. The structure that was put in place is now the template for all the larger Government Departments. SAP introduced and management reporting reworked. I also led the Department's Property and Purchasing Teams (880 buildings, £2.3bn variable cost budget). Represented HMRC at Select Committees.

2000 to 06 – CFO roles in technology, entertainment and retailing (**Woolworths**, **Eidos** (dual listing) and **Morse**). Encountered and dealt with multiple business challenges, managed the full suite of Corporate Finance activity including Profit Improvement Plans (volume and rate), M&A, integration of acquired portfolios and sale of an entire corporation.

1996 to 2000 – Divisional Finance Director roles at and **KP Foods** (£400m t/o) and **McVities** (£750m t/o). Full range of major FMCG food company activity. Successful implementation of enterprise wide SAP; United Biscuits is used as a reference site by the software vendors. Corporate Finance Director of the **United Biscuits** group (£2.3bn turnover), effected a complete revamp of the planning and reporting cycles and then took the company 'private'.

1988 to 96 – **Grand Met./Diageo** Food Division. Managed the **Express Foods Group** Shared Service Centre (t/o £1.8bn) and Directed the **Europe Food Sector** Performance Assurance (Internal Audit) (t/o £4.2bn). Joined the US controlled **Haagen Dazs** organisation at the start of the roll of newly agreed pan European paradigm. I was Finance Director of **Häagen Dazs UK** during this start-up phase and then Controller of **Häagen Dazs Europe** where, from a base in Paris, I controlled the finances of eight countries for the New York 'parent'. Reliable financial reporting was a key part of the highly devolved authority model; many of these business units were at an early stage of their business life.

Interim Group Finance Director of Cott Retail Brands a manufacturer, importer and wholesale vendor of soft drink syrups mainly focussed on own label production.

1975 to 88 – Posted to the Internal Audit Department as part of the Graduate trainee programme with **Kelloggs**, Marketing Finance Manager covering the Catering Division and then the Coffee Division at **Lyons Tetley**. Senior Finance Manager roles linked to sales, marketing and development of beverage products at **Whitbreads**. These roles were based mainly in the UK, but I did spend time in Nigeria as part of the brewer's worldwide push.

Additional Information

BA (hons) Accounting and Finance, **University of Lancaster**, MA (Merit) History, **University of London**. FSA 'approved person status' and Top-Secret security clearance from the MOD.

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PROFILE

- Experienced business leader (Chairman/MD/NED) in fast growing disruptive businesses
- Successful at building teams, raising funding and growing a wide range of businesses (FTSE, PE, VC, foreign, private)
- Adept at facilitating Boards, drawing out all talents, mentoring exec team, winning clients, providing corp governance
- Led Private-Equity backed MBO; drove significant acquisitions/trade sales in both public and private companies
- Gained considerable international acumen, having lived/worked in USA/Europe/Africa/UK; good French

NON-EXEC CAREER

Non-Exec Director of Pavestone Group (private)	Innovative products for the building trade	2014-now
Non-Exec Chairman of Historic Futures (VC-backed)	Cleantech global supply-chain software	2010 -12
Non-Exec Director of Parkwood Holdings (FTSE)	Specialist bus services, public sector	2010-11

INTERIM CAREER

CEO/Transformation Director at Geomant	Software supplier	2016-17
Director of Development at The Law Society	Legal Profession	2016-17
CEO of Hubble (part of HK-based Binatone Group)	Internet of Things software	2014-15
Global Head of Enterprise at Tigerspike	Mobile apps design & Development	2011-14

EARLIER EXEC CAREER

LexisNexis (Reed Elsevier, FTSE 100, digital media)	COO/Client Solutions Director	2007-10
MYOB Europe (quoted Australian software group)	MD Europe	2005-07
ACAL plc (FTSE 250, electronics/comms)	Divisional MD, main plc Board Director	1999-04
IEC Group (P-E backed MBO from W Canning plc)	Group CEO, main plc Board Director	1992-99
Astec (FTSE 350, HQ in Hong Kong, electronics)	European MD (manufacturing/sales)	1990 – 92

KEY ACHIEVEMENTS

- Raised up to £20m funding from Private-Equity, VCs, Banks and Business Angels in both exec/non-exec capacities
- Built number of highly-entrepreneurial teams in businesses with personal responsibility up to 700 staff/£100m sales
- Driven growth consistently: eg grew a business from scratch to £30m sales/£4m EBIT over 5 years at Acal
- Led a pan-European MBO, backed by Private Equity at IEC Group, operating companies in France/Germany/Italy/UK
- Made many acquisitions during the MBO across Europe and later completed sale to trade buyers.
- Developed beneficial high-level client relationships, repeatedly opening new business with blue-chip organisations

MBA from the Harvard Business School

Accountancy/Consultancy:

- **KPMG Paris - Audit Supervisor and then Management Consultant**
- **E&Y (previous Josolyne, Layton Bennett), London – qualified as Chartered Accountant (now FCA)**