

Name: **Derek Snee, FRSA, MBA, BA (Hons)**  
E-mail: derek@awakenconsulting.com

## Overview

An experienced consultant/ manager with highly developed abilities to

- rapidly analyse, understand, challenge, implement and manage complex strategies and operations, and operational improvements
- lead, manage, motivate and develop people
- establish and maintain excellent stakeholder relationships
- author and communicate reports, press releases, business presentations

Successful track record of;

- managing within a variety of functions within financial services, higher education, and retail (inc. project management, planning and budgeting, staff recruitment and development, business start up, business process analysis and design, product launches, service quality improvement, supplier selection, system migrations, operations manuals, operational closure)
- management consulting and training within manufacturing, services, public, and not for profit organizations. (inc. operations management, strategic marketing, team building, motivation, training needs analysis)
- teaching a variety of topics at undergraduate, graduate, and professional levels (inc. financial management, operations management, business strategy, organizational behaviour, introduction to business functions, management, accounting)

## EDUCATION

- PhD student of ESC Rennes, France – research proposal accepted
- Master of Business Administration, 1997, Warwick Business School, University of Warwick
- CIMA (Chartered Institute of Management Accountants) finalist 1995
- BA (Hons) Business Studies (“2.1”), 1984, Newcastle upon Tyne Polytechnic
- O.N.C Business Studies (“1st prize”), 1978, Gateshead Technical College
- 8 GCE ‘O’ levels, 1976, Heathfield Senior High School, Gateshead

## PUBLICATIONS

- Co-author of “The Improving Efficiency Pocketbook”, Management Pocketbooks Ltd. 2002
- Author of three readings in “New Product Innovation” – for Warwick Business School’s Executive MBA programme, 1999
- Co-author/editor of unpublished undergraduate textbook “Introduction to Business Functions”

## PROFESSIONAL MEMBERSHIPS

- FRSA – Fellow of the Royal Society for the encouragement of Arts & Manufactures

- PADI OWSI – Open Water Scuba Instructor, Professional Association of Diving Instructors

**PROFESSIONAL EXPERIENCE**

L&D Support HSSE Competence – Shell International Feb – July 2008

- A short project to rationalise and re-package existing HSSE competence materials in to new training mediums suitable for e-delivery globally.

Project Manager – Bank of Bermuda Ltd Jun, 2006 – Mar, 2007

- A nine month project management role within HSBC's Bank of Bermuda integration and migration programme
- Responsible for managing the migration of a strategic client's service model and data (share registers re funds valued at \$20bn) and servicing from a local fund services system to a global HSBC platform, embracing:
- Establishment of local project steering group and governance processes, including development and maintenance of project plans
- Co-ordination and co-working with a diverse set of stakeholders, including the client, operations teams in Bermuda and Luxembourg, global project team based in Hong Kong, IT teams in Bermuda, Scotland, Luxembourg, Hong Kong, London and Vancouver, IT vendor consultants, global service centre team in India (Kolkata), senior project steering committees in Bermuda and Hong Kong
- Successfully planned and managed the project, which involved significant business analysis and business model change, data clean up effort, system testing and training of users – successfully migrated in February, 2007

Director - Webster University, Aug, 2002 – Apr, 2006  
Bermuda Campus (graduate business school)

- Responsibility for an international university's graduate (master's) business degree programmes in Bermuda (MBA, MA in Human Resources Management, MA in Management & Leadership), embracing: marketing, programme selection, course scheduling, student recruitment and advising, faculty selection and mentoring, grade processing, study material sourcing, graduation and social events, professional development seminars and client relationships, financial and administrative control, facilities, IT systems (inc. web site design & maintenance)
- Analysed demand and process control weaknesses. Implemented improvement plan which turned around student enrolment, student and faculty relationships, and administrative control
- Elected by fellow directors to represent them at executive meetings at main campus in St. Louis, USA
- Chosen by the university's VP to serve as a member of a task force, to review the operating practices of the executive staff in relation to US campuses
- Planned and implemented student transition to online learning in 2006
- Taught Business Strategy on the Webster MBA

Business Lecturer, Bermuda College (1yr contract) Aug, 2001 – Jul, 2002



- Coordinated client services & audit teams to ensure service quality and managed risk
- Completed strategic operations reviews, made lending decisions, specified contractual terms and negotiated security and service fees
- Innovated two transactions – new to the industry. Worked with an industry expert to co-author legal contracts, enabling early leadership in new markets
- Developed & delivered a training program in financial analysis for Client Services personnel

Manager (North of England),  
1993

Sep, 1990 – Jul,

UCB Plc (subsidiary of Banque Paribas -  
mortgage lending division), Manchester, UK

- Turned around performance and successfully led a regional mortgage underwriting centre through a period of rapid growth – 300 million GBP pa (7,000 transactions) of mortgage loans
- Analysed demand, capacity, and service model weaknesses - restructured the operation and its workflows and implemented a rigorous training programme. (The revised structure significantly improved customer relationships and efficiency, and was adopted nationwide)
- Selected a panel of legal service providers (regional solicitors)
- Established and maintained excellent relationships with all key suppliers - solicitors, surveyors, sales teams, and financial intermediaries
- Led a national project team which analysed existing debt recovery problems and designed, planned and implemented a highly effective debt collection process
- Qualified as a Philip Crosby Certified Quality Facilitator.
- Facilitated local implementation of the Crosby 'Quality Education System' (trained team members in TQM practices) - resulting in the best improvement in MIRAS administration (a strategic business process) within the company

Unit Trust Manager  
1990

Jul, 1988 – Aug,

Marks & Spencer Financial Services Ltd, Chester, UK

- Led a team which designed and implemented the operations of Marks and Spencer Unit Trust Management Limited - a key project/operational role in the diversification of Marks & Spencer's financial services
- Managed several teams (up to 110 staff) – achieved the UK's most successful unit trust (mutual fund) launch in the post 1987 stock market crash period – attracting £60m and 60,000 investors in 3 weeks. Successfully launched an additional unit trust fund and PEP
- Achieved excellent standards of service quality and internal control, supported by the design and implementation of a comprehensive staff training plan
- Established and maintained excellent supplier relationships – with fund valuation service, investment managers, trustee, registrar, system providers, and lawyers
- Established and maintained successful cross functional relationships - with human resources, marketing, and IT managers
- Demonstrated ability to rapidly comprehend unit trust practices and compliance regime

- Ensured legal and regulatory compliance (FSA, 1986, IMRO, LAUTRO). Praised, by IMRO and the trustee (Citicorp), for operational proficiency and gold standard operations manual

Internal Auditor

Feb, 1986 - Jun, 1988

Marks & Spencer Plc, Head Office, London, UK

- Performed financial audits, and audit of major retail and financial services computer systems developments
- Assisted improvement of internal controls through comprehensive analysis of transaction processing systems, reporting significant control weaknesses together with recommendations for improvement, to the Chairman and Finance Director
- Developed hybrid approach to process control mapping - commended by external auditors
- Reported significant control weaknesses and recommend improvement actions to the Chairman and Finance Director

Management Trainee

Aug, 1984 – Jan, 1986

Marks & Spencer Plc - Cambridge and Nottingham, UK

- Successfully completed rigorous management development programme – embracing the management of teams in all shop floor departments, administration office, and warehouse
- Supervised teams responsible for Christmas cash and stock control in a city centre store, with 30 million GBP takings in 3 weeks. Daily analysis of inventory and revenue. Relief managed a market town store.