



**westward brooks**

we help clients to join the dots from board ambition to technology reality

[westwardbrooks.co.uk](http://westwardbrooks.co.uk)

# Typical pain points

... and symptoms we are invited to address

# 1

## Insufficient Technology knowledge and experience

Technology agenda is often misunderstood with fundamental basics de-prioritised, blocked or dropped

Lack of understanding between business and technology, resulting in mis-alignments and trust failures

Technology is seen and managed as a break/fix utility rather than a strategic partner

Reactionary rather than proactive approach to managing technology

# 2

## Lack of Strategic Alignment between Technology and the Business

Technology is not delivering what the business wants and needs

Lack of innovative thinking and leadership

Technology appears to be working in a silo, to its own agenda and project portfolio

Limited comprehension of technology and its impact upon the core business model of the company

# 3

## No Technology Strategy or Operating Model

Opaque organisation, little or no documented 'Technology Vision', job descriptions or processes

Frustrated workforce, high staff turnover and low morale

Frequent technology service failures resulting in unacceptable downtime for the business

An operating model that has evolved and grown rather than been designed

# 4

## Failing Project/ Programme Portfolio

Lack of delivery, never-ending timescales, requests for extra funding with no end-date in sight

Insufficient project/programme governance, progress tracking, performance and risk management

Delivery not aligned to business case and/or expectations

Forever changing scope

# Our Services

## Board & Exec Advisory, Mentoring & Coaching

- Providing you with a critical friend & sounding-board for leadership teams
- Translating & explaining technology to your business audience
- Providing technical knowledge, expertise and experience

*We help our clients: shape tech strategy, ignite innovation, deliver and recover transformation programmes*

## Portfolio & Programme Rescue

- Providing situational leadership for when things are not going well
- Navigating a safe path to recovery thru process rigour & resilience
- Filling organisational gaps with fixed term resources
- Establishing visible governance and control metrics

## Strategic Consultancy & Operating Model Design

- Translating your business objectives into an understandable vision supported with a strategic delivery roadmap
- Enabling pragmatic business solutions though sourcing strategic partners right for your business, with the appropriate level of governance

## The Team

We talk the language of senior leaders, business operators, and technology teams



**Mark West**

Mark has held business and technology C-suite and board positions in a variety of global companies

He has repeatedly designed and introduced new target operating models to enable organisations (typically £250M+ T/O) to embrace digital innovation

Led a global transformation programme that delivered €160M+ synergies against an investment of €80M within 5 years

Successfully established then rapidly scaled (zero to CHF 25M T/O within 4 years) and sold a Global Business Services organisation

Mark works with clients to understand their objectives, shape assignments and manage delivery



**Alan Ward**

Alan is a highly experienced, sector-agnostic business-focused architect.

He designs operating architectures and operating models that enable organisations to run efficiently and effectively using the available toolset

His work helped reduce the mortality rate in a major city, brought a £200m+ transformation programmes back on track, was advisory for £450m transformation programme, set-up the service for schools' Covid-19 reporting to central government, and transformed the customer service of a water company to the top of the league table

Alan helps management understand the implications of technology and data on their teams and vice versa



**Simon Brooks**

Simon is a founder of a multi-award-winning IT Managed Services and Consultancy business:

He has experienced all aspects of owning and running a flourishing business. From start-up to successful exit via MBO, he has been exposed to most of the problems you're likely to face

As consulting CTO, Simon advises customers across a wide range of sectors and of varying sizes; from SME to global multi-billion-pound organisations, defining organisational structure, collaborating with customer technologists to define service and delivery approach, and working across technology disciplines to provide technical solutions with tangible business benefits

**Supplemented by a network of proven consultants**

# Services Case Study: Developing Business Strategy & Operating Model

## The Challenge

Design and build a Global Business Services organisation with headquarters in Switzerland and satellites in US, UK, JP, HK and CN

Migrate all systems and specified services for 5 privately-held global luxury brands to a single operating platform of technologies and services, offices and warehouses in the quickest possible time

## Our Response

Designed and architected a repeatable model of technologies and standardised operating processes that were deployed quickly and efficiently by adopting right first-time principles

Led the GBS deployment over 4.5 years to 3,000 employees, 350+ retail stores, 30+ online stores, 6 shared offices and warehouses

## The Results

Delivered € 160M+ synergies and reduced run costs by 25% for IT, Finance and Logistics services

Built GBS to CHF 25M T/O from zero, extended service offering beyond Group to third party clients

Negotiated trade sale of GBS

# Retail Case Study: Developing Technology Strategy & Operating Model

## The Challenge

Formulate the technology vision and strategy to support growth and its deployment of Oracle ERP for this Listed Global Fast Fashion business operating from 373 retail stores in 12 countries, employing 78,000 people with a turnover of £7.79B

Design a Target Operating Model that supports the vision and strategy with technology choices, organisation structures and ways of working

## Our Response

Leveraging upon existing studies and using IT Maturity and Capability Modelling we were quickly able to prepare an agreeable technology vision and architectural blueprint

Collaboratively with the business and specifically the Technology leadership team we were able to rapidly design an organisation structure and working practices that progressively evolved with the phased delivery of Oracle

## The Results

A technology vision and 3 year strategic roadmap that would provide the foundations and operating stability needed to accelerate international growth and move partially on-line with 'click and collect' services

An agreed TOM that explained the impact and proposed new ways of working and organisation structures for the technology department and wider organisation needed to support the implementation of Oracle

# Construction Materials Case Study: Rescuing failed Technology Programme

## The Challenge

Rapidly review and access the technology deployment and organisation for this listed Anglo-Irish Construction Materials conglomerate of 350+ quarries, cement factories, asphalt and concrete plants and road-making services - 3500 employees with turnover of £1.5B

Formulate a comprehensive plan and TOM for delivering planned and existing projects

Ready the technology landscape and organisation for move from AIM to FTSE 250 listing

## Our Response

As a result of our initial findings, we were asked to provide situational leadership and fill gaps in the technology organisation

Working with the leadership of the four Operating Companies, we created a compelling technology vision and architectural blueprint

Stood-up a Programme Management Office providing transparent governance and control for projects and programmes of work

## The Results

Delivered more than £1.1M annual savings as a result of our deployment and set-up a number of proof of concepts for adding to these savings

Successfully steered the organisation through the necessary technology compliance protocols and rigour for inclusion in the FTSE 250

Provided a technological vision, architecture, strategic roadmap and TOM with organisational options and ways of working

# Government Case Study: Aligning Technology to Government Strategy

## The Challenge

The UK, along with many other countries, had been in lockdown for 4 months, with initial vaccines being deployed through army channels

There was limited-to-zero knowledge regarding antibodies, the longer-term efficacy of vaccines, and therefore limited ability to plan based on evidence

With a wider impact on the UK and global economies with schools closed due to the increased risk of transmission between children and families

## Our Response

Facilitated a new clinical study, focussed on school children, organising agencies who had never worked together before, e.g. DfE, London School of Hygiene & Tropical Medicine, PHE/T&T, DHSC, ONS, LEAs, foundations and schools

Advised on clinical ethics, organised user research, resolved complex orchestration of blood samples, ID management and school and pupil enrolment

Developed process & data designs for use within the partner network

## The Results

The first study discovering the effective duration of antibodies arising from COVID-19 infection

This indicated roughly a 3-month period of increased resistance due to the presence of relevant antibodies and was disseminated during regular Prime Minister's briefings

The "approach has been a tremendous example of pan-Government working alongside academia – true teamwork across organisational boundaries"  
– UKHSA CEO



## Contact Us

For further info: [www.westwardbrooks.co.uk](http://www.westwardbrooks.co.uk)

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