

Personal Profile

What I do is Decision Support and Change Management. I help decision makers make more informed decisions. Across multiple disciplines, I empower all stakeholders to tap into the richness of data and insights that are usually buried in their systems, processes and people. My primary focus is on commercial change using my strategic MBA training plus my CIMA accounting qualification and the formal recognition of my project management and governance skills through Prince 2.

Expertise and Skills

- **Business Modelling and Data Analysis**
 - Forecasting, planning and data analysis demands involved specific business modelling, hence the advanced Excel.
 - Models usually involved data exchange, ETL, interactive user input as well as scenario planning.
 - A number of assignments have required combining data sources and/or deriving trends therein to explain to stakeholders
 - Capable of data architecture design and application, including building OLAP data cubes to aid data mining.
 - Produced statistical solutions using quantitative methods and operations research. Examples include Adult Social Care at Sheffield Council, store performance benchmarking review at Iceland and scenario planning/demand modelling at Audley.
 - Advanced Excel with the usual advanced use of lookups, pivot tables and sumifs. Even more advanced use of database formula, data models and power pivots. Automation via macros writing VBA code and parameters from a pseudo code.
- **Forecasting, budgeting and planning**
 - Produced monthly rolling forecasts at Audley Travel, Jimmy Choo, Lifeways, East Sussex Council and Boots Retail Division.
 - Rolling forecasts typically included monthly reporting, variance analysis and commentary. Specific monthly reporting was part of my roles at ONS, Vodafone, Yodel, Esporta, Audley, East Sussex, PCWB, Iceland and Boots.
 - Associated budget management and more detailed (GL) budget setting at ONS, Vodafone, East Sussex County Council, Jimmy Choo, Boots and PC World Business (PCWB). Longer term planning & forecasting at the latter three plus Iceland Frozen Foods.
 - Structured strategic planning driving forecasting at Boots (with Marakon), Iceland (with Bain) and PCWB led by myself.
 - KPI centric (financial and non-financial) driving business metrics focusing on cost and margin impacts.
- **Cash Flow, Balance Sheet and P&L consolidation, integration and reconciliation**
 - Able to build integrated & consolidated financial statements, with derived cash flows and associated KPI drivers, from scratch in modelling assignments and maintain such in business as usual roles (Independent Vetcare, Jimmy Choo, Boots Retail).
 - Strong technical accounting standards awareness and application as well as tax (VAT, PAYE/NIC and Corporation Tax) and other regulatory requirements such as charity SORP and international transfer pricing regimes.
 - Able to reconcile between information sources and reports at a great deal of detail including making ambiguous matches.
- **Business Partnering and Stakeholder Management**
 - My project and modelling work, in particular, has involved working with cross-functional teams at all levels of seniority.
 - Business partnering has been on a formal business-as-usual basis at Vodafone, Boots, National Grid, Iceland and British Council. I have mentored and developed colleagues' business partnering skills at ONS, Iceland, National Grid and PCWB.
- **Projects, Systems and Technology**
 - Project involvement has been in various capacities including as lead project manager (Prince2 qualified), PMO, Business Analysis, SME, and project accountant with cost control and investment appraisal.
 - Project governance roles have included those at ONS, Vodafone, National Grid, PCWB and Boots, including capex & opex forecasting plus investment appraisal, business cases (production/review) and business improvement process design.
 - I span the divide between commercial functions and technical ones so get involved in numerous systems related projects.

Experience - Self Employed Freelancer (* = interim role)

May 2006 - Present

Assignments of three months or less are not listed here. See LinkedIn profile for details: <http://www.linkedin.com/pub/shaun-brannigan/0/aab/a16>

Office of National Statistics: Finance & Resources Modeller*- Census 2021 Transformation Programme - Newport Jul 2019 – Present

- Working within the Programme Management Office providing financial analytics and modelling to the programme leadership team and other stakeholders. Ensuring that the programme is properly “fuelled” by balancing financial demands and budgetary constraints, within the Treasury approved Full Business Case for this GMPP programme.
- Short and long-term financial planning including updating the Finance Case under the HMT 5 case model. Owned the regular refreshment cycle to ensure the cost model is up to date containing the latest org structures and costs.
- Provide financial stewardship of the contingency budget as a critical friend to budget holders requiring additional funding.
- Produced the financial overlay to operational scenario modelling for Census operational plans including: i) Wave of Contact scenarios, ii) Covid19 contingency planning and iii), interactive decision support for resource rebalancing needs “in flight”.

Northgate Vehicle Hire: Commercial Finance Modelling Analyst*- Commercial Finance Dept – Reading

Feb 2019 – Jun 2019

- Created a pricing model allowing more flexible assumption input and drawing upon analytics of actual vehicle hire behaviour.
- The pricing models are designed for commercial finance, the pricing team and the sales team, requiring collaboration with multiple stakeholders across teams at various levels to retrieve and apply the relevant information.
- Also produced financial analytics of profitability from various perspectives increasing understanding of various service dynamics.

- Independent Vetcare International (IVC): Group Financial Modeller* – Group Finance Dept – Keynsham, Bristol Oct 2017 – Dec 2018**
- The role was to first build and operate an interim Excel based consolidated P&L, Balance Sheet and Cashflow for the newly acquired IVC Europe business across six territories. This fed monthly group reporting and year end.
 - Using the same data I produced the intercompany balances matrix monitoring 1250+ balance resolutions across 150+ entities.
 - Achievements include accommodating three system environments/17data feeds within the interim Excel consolidation model.
- Reading Borough Council: Senior Finance Analyst* – Corporate Finance Dept - Reading Jun 2017 – Oct 2017**
- To lead on the financial analysis and financial modelling service to the Council. The role had a strong emphasis on data extraction, interrogation and modelling requiring excellent spreadsheet, system, technical accounting and presentational skills.
 - FP&A Business Case lead on Commercial Property Developments growing rentals and capital value within regulatory requirements. Ensuring an understanding of costs and drivers/KPIs plus ensuring compliance with FCR – Full Cost Recovery.
- Vodafone Group Enterprise: Senior Finance Business Partner* – Commercial Finance Dept - Newbury Mar 2017 – Jun 2017**
- FBP for Marketing and Sales Operations supporting budget holders in financial insight, decisions support, forecasting/budgeting, and project governance, including business case development & appraisal.
 - Financial lead on transformation initiatives, ensuring clear tracking of delivery and ownership of benefits. Provided leadership of governance & control to ensure investment decisions are based on sound logic, properly reviewed, tracked and controlled.
- Yodel Delivery Network: Sales Analytics Project Manager*- Commercial Finance Dept- Hatfield Oct 2016 – Jan 2017**
- Sales analytics of contract and customer performance with a particular focus on the commission & incentives processes.
 - Proposal “clinics” to provide financial and commercial support for the analysis, negotiation and approval of contract changes.
- Audley Travel Group: Financial Analyst*- FP&A Dept – Witney (Oxon) Nov 2015-Aug 2016**
- Rolling reforecasting, annual budget setting process and ad-hoc reporting of actual vs. forecast/budget performance.
 - Particular focus on staff capacity and costs (inc commission/bonus) resulting in a **People and Payroll Planning** modelling.
 - Data analysis of person and position data triangulated from various sources showing past, present and future changes.
- Jimmy Choo: Commercial Analyst*- FP&A Dept - London Feb 2015-Oct 2015**
- Produced a Rolling Forecast solution to simplify forecasting, allowing more frequent and detailed monthly forecasts.
 - Included data extracted COGNOS presenting it in a more summary level for regional submission plus Group overlays & reporting.
- Kent Surrey & Sussex Academic Health & Science Network (AHSN): Finance Analyst* – Finance Dept – Crawley Feb 2015-Jun 2015**
- Enabled this new NHS off-shoot to operate commercially with budget setting and sales pipeline planning, processes and analysis.
- East Sussex County Council: Consultant Business Analyst*- Strategic Finance Dept - Lewes Jan 2014-Jan 2015**
- Produced a Budget Management Tool in Excel to standardise monthly reporting and forecasting across all FBPs and divisions
 - Involved business process improvement within Finance including monthly variance analysis and re-forecasting by exception.
 - Effectiveness improvements in the process allowing more time on value adding activities and less time on data transformation.
 - Improved the quality, consistency and timeliness of reporting and massively increased productivity of Service Finance in reporting, data collation and forecasting, including improved dialogue with budget holders.
- Sheffield City Council: Resource Planning Analyst*- Business Transformation Dept - Sheffield Dec 2012-Nov 2013**
- Produced a Cost Transparency Analysis enabling focused Cost Transformation initiatives facilitating austerity measures by supporting evidence-based scenarios and decision making. Systems included Care First, OEO Financials, and PeopleSoft HR.
 - Forecasting and planning in Adult Social Care. Developed a conceptual operating model on the complex volume and cost drivers.
 - Modelled this through a forecast and scenario planning solution including automation of monthly updates of the analysis.
- The British Council: Commercial Proposals Analyst* - FBP to the Business Development Dept P&P – London Dec 2010-Sep 2012**
- Provided commercial insight, governance, and support, to competitive contract bid proposals, renewals and ongoing contracts plus sales pipeline management and valuation. Systems included SAP (Financials, BW and CRM), and Salesforce CRM.
 - Built and rolled out a Commercial Pricing Model with FCR costing & pricing, plus internal and client facing reporting and analysis.
 - Developed and ran training sessions in bid production for the business development team in the UK and worldwide.
- Esporta Health & Fitness: (Sold to Virgin Active) Data Warehouse Consultant* - FP&A dept FBP – Wokingham Apr 2010- Oct 2010**
- Commercial and Finance lead on a Datawarehouse/BI implementation enabling a quantum leap in decision support.
 - I co-ordinated all of the KPI reporting and analysis requirements business wide as the FP&A Subject Matter Expert.
- National Grid plc: IS Governance Finance Business Partner* – IS Finance Dept - Warwick/Solihull May 2006- Apr 2010**
- Initiated and supported exercises in cost reduction and optimisation of IS resources. This was facilitated by the creation of a Cost Transparency Analysis (CTA) proof of concept across all UK and US businesses.
 - Enabled and participated in cost transformation IS Governance processes in investment appraisal and business case development and reviews consistent with ITIL. Produced global financial planning and analysis solutions for IS services and systems.
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- PC World Business (Dixons Group): Director of Change Management- Senior Management Team – Bury (Lancs) Feb 2001 – Feb 2005**
- An operating board level position with a scope that covers all Financial Planning & Analysis and Information Systems
 - Managed four teams spanning ICT service management, IS development, BI plus FP&A.

- Introduced frameworks for strategic business plan development, investment appraisal, BI, and CRM.
- Led the project to acquire and integrate the close competitor MicroWarehouse.
- Led the replacement of all major systems in 3 years, including ERP/CRM, Finance, HR, Workflow, Telephony, BI/Data Warehouse.

Armature Ltd: Integrated Retail Solutions: Business Consultant & Pre-Sales Roles- Professional Services – Leeds Mar 1998 - Feb 2001

- Engaged upon client assignments (eg, Ocado (UK), SuperValu (US)) providing solutions to business needs in the areas of Category Management and Merchandising. In Pre-Sales Consulting engaged in various sales support roles including RFIs/RFPs/ITTs/ITQs.

Iceland Frozen Foods plc: Head of Decision Support – Trading Strategy Team – Deeside (Flintshire) Apr 1995 – Feb 1998

- Led the Decision Support for Category Management, Retail and Marketing, supporting all analytical and modelling needs.
- Integrated store segmentation, space planning/merchandising and category management based on customer focus, competition, cost transformation and range profitability.

Boots the Chemist / Boots Retail Division: Decision Support Roles - Commercial Finance - Nottingham Nov 1989 – Mar 1995

- Various modelling solutions: M&A, Forecasting, Budgeting, Strategic Modelling, EIS, Investment Appraisal.
- Strategic planning modelling and support, including M&A, incorporating facilitation and governance requirements. Integrated space, customer and product decision processes and systems. Rationalise and empower financial reporting and capital appraisal processes. Designed, developed and implemented a portable Direct Product Profitability (DPP) solution. Cost Transformation: delivered DPP implementations in four Retail Division companies

Achievements

- Programme Director for Census 2021 at ONS called me “a miracle worker with the patience of a saint”.
- My tactical Excel solution enabled the decommissioning of a legacy regional consolidation system at Independent Vetcare, nine months before the commissioning of a mainstream Group wide alternative was rolled out.
- Catalyst in transforming Business Development performance at The British Council. Increased bid rate p.a. by **50%** and **doubled** win success rate year on year, whilst also **doubling** average win size.
- Cost Transformation solution for Information Systems Department at National Grid led to an **8 figure** number (about **10%**) reduction in IS opex over three years.
- Implemented an enterprise wide business intelligence data warehouse solution at Esporta in only 18 weeks. Led to a **33%** productivity improvement in the Financial Planning & Analysis function.
- CFO at Esporta said, on the last day of my contract, that I was “the best recruitment decision of (his) career”
- At PC World Business managed all FP&A matters influencing growth of **40%pa** with operating profit increased **6 fold/2.8% points** including introducing frameworks for strategic planning, **investment appraisal**, BI exploitation, and CRM. Also led **M&A** project to acquire a close competitor and then programme managed integration & organisational redesign fully achieved within 9 months.
- Enabled least pain austerity planning through Cost Transparency Analysis at Sheffield City Council. Empowered Cost Transformation initiatives contributing to achieving **8 figure/9.8%** budget reduction. Also an ad hoc review of in-house services in Adult Social Care led to actions improving productivity by **25%** with a **7 figure** pay off pa
- Volunteer Performer at the Opening Ceremony of the **London 2012 Olympics**.

Education and Qualifications

- CIMA - Chartered Institute of Management Accountants – CGMA **FCMA**
- Project Management: **Prince 2**
- 1986-1988 Manchester Business School – **MBA** Master of Business Administration
- 1983-1986 University of Southampton – **BSc** (JHons) Business Economics & Accounting: Upper Second (2:1)
- 1978-1982 Wootton Bassett Comprehensive School