

Dave Droar

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No restriction to working in the UK

What I offer

- eBusiness:** Give confidence that systems are solid, enabling people to focus on the strategic. Dave's approach is eBusiness as a strategic differentiator aligned with customer needs, by understanding both the 'hard' processes & 'soft' people who work in them, to create usable, sustainable solutions
- Change:** Deliver results; take action quickly with a relentless results focus. Leading in this way gives a holistic, continual improvement approach that works, and delivers immediate benefits.
- People:** Create environments, physical and metaphorical, where people achieve more of their potential by building rapport and trust quickly and understanding people in work systems
- Data:** Provide accurate, timely, appropriate analysis and recommendations, which enables quality decision making and strategic and operational excellence

Employment

Operations Director

Future Considerations

Sep 2004 - Present

Central role in, niche leadership management consultancy. Worked with new MD to turn company around:

Cash crisis to surplus	Stepped in as Finance Manager, creating management information and financial analysis, that enabled us to make strategic moves. Implemented and managed these: invoice factoring, raise prices, restructure debt and instigate financial forecasting and dashboards.
Integration	Brought together a distributed and diverse consultant group through eBusiness support in knowledge management, management data delivery and integrated communications Identified key business processes and integrated eSystems along the value chain (from procurement through delivery and sales to marketing) which delivered cost savings, efficiencies and greater capacity
Rapid growth	Generated faster growth through enabling the revenue earners. In four years revenue grew from £0.7m to £2.7m (above target last two years). We now achieve twice as much income per £1 of salary as a result of our profitability changes. By applying operations principles to the sales process, we had already sold half our 2008 revenue target by end 2007. Chose and recruited 7 of our total 13 new hires in three years.
Profitability	Established firm profitable base: from 15% loss to 12% profit in three years. Created 'operational principles' (e.g. charging rates, acceptable margins, types of work) from analysis of project profitability. Responsible for the cost and charging structure of all projects (before creating and delegating to a profit management office).

Responsible for most day-to-day running of the firm:

- staff line management
 - change projects
 - website / company face
 - processes & procedures
 - management information
 - sales process
 - cash-flow
 - supplier management and procurement
 - IT & communications
 - billing & logistics
 - financial planning / forecasting / reporting
 - recruitment
 - environmental impact
- Additionally deliver some client work as a consultant, ~£250k direct revenue earned.
 - Ensured change sticks, by understanding change management and engaging stakeholders, producing more effective results than if change had been merely imposed.
 - Created an environment where everyone can do more, from the board (with analysis and management information) to the consultants (with excellent facilities and IT/comms), to the support staff (by empowering them), all underpinned by quality, integrated eSystems.

What I've enjoyed most is developing the company by helping people to fulfil their potential

eBusiness Operations Manager Croner Publishing Group Feb 2002 – Sep 2004

Responsible for co-ordinating electronic (web and CD) publishing activity across the business

- Instigated and led cross-functional team that netted ~£250k in efficiency savings
- Project-managed 3 major projects (~£500k), successfully delivering business results
- Brought people together and co-ordinated across four departments as internal consultant
- Quadrupled online client base via campaigns, search engines, and design improvements
- Led projects to integrate web brands and back-office fulfilment after a merger
- Created and managed a performance dashboard to inform & engage senior management

Success on the web requires close integration between departments. By working with people to understand their needs I created sustainable co-ordinating processes that broke through silos and delivered results

Consultant

BroadVision Inc

Sep 2000 - Feb 2002

Customer Relationship Management (CRM) IT system consultant and programmer

- Used my process skills to improve my work as a programmer: creating novel solutions for MyTravel and Opodo websites, whilst billing over £450k of revenue
- Increasingly acted as trouble-shooter and trainer to clients, before managing system and user testing for major Croner project – rolling out the final delivery as a Croner employee

The key to my success was weaving client needs with technical efficiency to create balanced solutions

New Hire Training Lead (UK)

Siebel Inc

Jul 1999 - Sep 2000

Seconded to induction training course for CRM IT system provider, then promoted to lead for UK

- Re-designed and personally implemented improved induction process: reducing time from trainee to billing from eight to five weeks, and training over 150 Siebel employees.
- Achieved the highest student satisfaction rate ever (96%) for an individual facilitator
- As consultant, individually created a Share Dealing automated account opening process

By focussing on people-process interaction, I enabled Siebel to capitalise on their success faster.

Industrial Applications Chemist

International Specialty Products (ISP)

(Sandwich placement and dissertation)

Jun 1997 - Aug 1998 & Aug 1998 - May 1999

As sole developer in UK, created products to solve customer issues on time critical projects

- Created a novel UV coating system by combining ingredients in a totally new way
- Proved a paper coating dismissed as too expensive would actually save the client money
- Overcame constraints creatively, successfully building accurate equipment from scrap
- Secured lab space and £10k of equipment for dissertation on eco-friendly steel finishing
- My projects directly sold over \$1m of product and opened a new product line in paper

What made me so successful is that I went beyond the stated technical requirement, to consider the whole client process, to create solutions that worked well beyond the original stated need

Formal Education:

- **MBA** (OU completes 2009)
- **Dip Sys Prac** 2 year diploma in systems thinking and practice at OU 2006
- **BSc (Hons)** Chemistry with management University of Surrey 1999
- **AUS** Associate of University of Surrey awarded for merit in sandwich year 1998
- **A levels:** Maths A, Chemistry C, Politics D, 1995; Philosophy C, 2005
- **GCSEs:** 8xA, 1xB 1993

Professional Development

- Deming Forum business conference (2002 – onwards: speaker in 2007)
- Various skills courses: facilitation, NLP, technology usability, coaching
- Distance learning courses in physics, philosophy and neurology
- Newfield | Strozzi | Landmark | MKP personal development
- Somatic / whole body development
- Linguistic ontology impact development
- Coaching: receiving, giving and courses
- CIPD and SOL seminars

Other Experience

- Started and run my own business coaching company: www.arrodcoaching.co.uk
- Advanced MS office and IT skills
- Considerable speaking, presentation and facilitation experience: clear and concise verbal communicator