

# Dave Droar

BSc. (Hons), AUS, Dip Sys Prac

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## Key Capabilities

- Operations:**
- Enabling a greater strategic focus by giving confidence that business basics are handled.
  - Creating usable, sustainable solutions by understanding both the 'hard' processes and 'soft' people issues that relate to them.
  - Designing and maintaining procedures to make a valuable difference to the business.
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- Financial & Management Accounting:**
- Preparing management information, business analysis and proposals to the board.
  - Devising metrics and communications that enable better decision making and support people in the business to increase overall profitability.
  - Managing the financial management of the company by overseeing all company financial processes including billing, invoice factoring, debt and cash management.
  - Reconciling and balancing differing needs in order to manage the complete budget cycle.
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- Leadership:**
- Fostering teamwork and a 'will get through' attitude by creating an environment where the views and contribution of other team members are respected.
  - Selecting, recruiting and developing consulting and administrative staff and teams.
  - Motivating and engaging; from the board (with analysis / management information) to consultants (with excellent facilities / IT), to support staff (with empowerment).
  - Delegating responsibilities to staff to broaden ownership and involvement in the areas of office management, outsourcing, and profit management.
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- Change management:**
- Acting as change agent in the firm, developing and proposing new ideas, aligning people, implementing and managing on-going projects.
  - Continually improving processes and systems by engaging 'change partners' and providing feedback mechanisms to ensure success.
  - Establishing clear links between business objectives and operations, so that all business activity is aligned to support the company's strategic objectives.
  - Delivering rapid improvement by seeking and implementing turnaround problem solutions.
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- Personal:**
- Learning and up-dating skills through academic study and personal development, applying principles learned into the business environment.
  - Mentoring others to get the best from them even in difficult scenarios through coaching, supporting, cajoling, and leading by example.
  - Demonstrating personal values by delivering promises and committing to plans.
  - Identifying underlying issues quickly and fixing them once by focusing on quality solutions.

## Career History

### Operations Manager

Future Considerations

2004 – Present

Battersea

A niche management consultancy, specialising in sustainable leadership. Reporting to the MD and managing 3-7 staff, responsible for most day-to-day running: line management... internal work allocation... recruitment... website/ company face ... processes & procedures ... management information ... sales process ... cash-flow facilities ... suppliers/outsourcing ... IT/comms ... billing & logistics ... financial planning/forecasting/reporting

- Produced detailed costings of all projects and revised structures leading to increased margins that moved the company from making a 15% loss to 12% profit in just three years.
- Stepped in as Finance Manager and created management information and accounting system that enabled strategic decisions including invoice factoring, price increases and restructuring of debt
- Created and implemented a restructure of the reward and compensation system, increasing margins from 60 to 80%, whilst retaining and motivating employees.
- Facilitated CEO and FD of major Dutch training company to new organisational vision, supported with financial plans and models as part of delivering some consultancy.
- Developed the capacity of company systems and facilities providing the capacity to grow from six people to nineteen through automation, standardisation and outsourcing.

**Electronic Operations Manager**                      Wolters Kluwer (UK)                      2002 – 2004                      Kingston  
 A multi-national business to business publisher. Reporting to the eBusiness Manager, co-ordinated electronic (web and CD) publishing activity across the business, acting as internal systems consultant.

- Managed three eBusiness projects interfacing across departments, acting as 'translator' between creative publishers and technical programmers to deliver on time and on budget.
- Produced management information from the website statistics, presented in a 'management dashboard'. Using this analysis persuaded the company to invest over £250k in functionality upgrades.
- Initiated and chaired a multi-department group, branded eOps, which broke through silos to bring key people together. As a result knowledge and expertise was shared and a number of efficiency savings identified, e.g. the ability to run an outsourced marketing function internally at a cost saving of £80k.

**Consultant**    BroadVision Inc    2000 – 2002    Reading  
 Customer Relationship Management (CRM) software manufacturer and consultancy. Reporting to the Service Manager, responsibilities included developing web-based customer systems as a programmer and consultant.

- Built websites for major clients including Opodo and MyTravel billing over £450k the company.
- Quickly took on additional responsibilities, delivering training to clients and troubleshooting, e.g. parachuted in to resolve site downtime for Zurich Bank as sole consultant on-site.
- Managed testing and roll-out for Wolters Kluwer project, resulting in faster realisation of business benefits

**New Hire Training Lead (UK)**                      Siebel Inc    1999 - 2000    Egham  
 Customer Relationship Management software manufacturer and consultancy. Reporting to the Global Head of New Hire Training, delivering and improving the new hire training programme for all staff in the UK.

- Managed and delivered the course during a critical phase of company expansion, training 150 people.
- Re-designed induction process reducing time to first billing by three weeks, generating ~£20k per hire
- Achieved the highest student satisfaction rate ever (96%) as an individual facilitator.
- Helped HSBC visualise their share dealing account opening process as a consultant, and then implemented the automation of the process.

**Industrial Applications Chemist**                      International Specialty Products (ISP)    Guildford  
 (Sandwich placement and dissertation)    1997 - 1999  
 Manufacturer of chemical ingredients. Reporting to the Business Unit Manager, developing chemical solutions for clients using company products within time and cost constraints.

- Invented a novel UV coating, which resulted in the sale of £3/4m of product for full-scale trials.
- Proved that a paper coating dismissed as too expensive would actually save costs by identifying and quantifying the multiple benefits of our product along the whole of their manufacturing process.
- Secured lab space and £10k of equipment for dissertation on eco-friendly steel finishing.
- Researched the whole client process to create solutions that worked both in a lab and in a production environment.

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### Education and Qualifications:

- **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 achievements in sandwich year 1998
- **A levels:** Maths A, Chemistry C, Politics D, Havant College 1995, Philosophy C, Godalming College 2005
- **GCSEs:** 8 As 1 B, Chichester High School 1993

Other courses attended include Deming Forum business conference... facilitation... NLP... technology usability... coaching... physics... philosophy and neurology... somatic/whole body and linguistic ontology impact development CIPD and SOL seminars... and personal development courses with Newfield ... Strozzi ... Landmark ... and MKP