

Tom Coleman
ICT Interim and Programme Manager

Tom Coleman has developed and implemented IT strategies and change programmes in both public and private sectors. As an experienced Operations and Programme Manager he is skilled in identifying business requirements and cross-functional issues, obtaining commitment from key individuals, and implementing change leading to significant business benefits.

Many assignments have involved 'turning around' troubled IT programmes and Divisions, often with IT strategy definition followed by supplier selection and package delivery. He is used to working with customers and suppliers at senior levels and has been responsible for multi-national IT budgets in excess of \$30m and ICT programmes exceeding €200m.

His sector experience includes manufacturing, logistics, financial services, local government, retail, supply chain and legal.

He is also a recognised expert on IT investment appraisal and risk management.

Recent assignments

May 2008 – May 2010

IT Manager for G. von Zalewski and associates (law firm in Linsengericht, Hesse), plus miscellaneous work for voluntary organisations and SMEs in Frankfurt. Minor clients in the UK included BC Bikes and Boreham Property Services.

Sep 2006 – April 2008

Luton Borough Council
e-Procurement Change Manager

Rolled out the Council's procurement package to 600 users, persuading the business units to abandon existing ad hoc purchasing processes and transform buying behaviours of staff across the council. The council has e-Procurement as a cornerstone of its efficiency savings programme with planned savings of £2.2m for 2008/9. However, LBC has a history of change initiatives that have failed to deliver promised benefits and acceptance was extremely hard to gain within the organisation.

The procurement package first went live 2 years previously but stalled in early 2006 with only 8 users. The system is now being used in every part of the Council to order >£5m goods and services per month.

Dec 2004 – Aug 2006

London Borough of Hammersmith & Fulham
Programme Manager

Deliver Council wide e-procurement with responsibility for delivering >£1m p.a. benefits from a £2.9m Programme. In 2004/5 this was the largest change programme in the Council with an ambitious aim of transforming the Council's Order to Pay processes by moving to a 'self-service' purchasing within 18 months.

Phase 1 of the programme implemented Authorities Purchasing from Civica to 600 users (delivered on time and to budget) and achieved £498k savings in the first 6 months. Phase 2, an agency/temporary workforce system and an external managed services contract went live on schedule in April 2006 and led to £4m direct annual savings.

June 2004 – Dec 2004

London Borough of Hounslow
IT Strategy Consultant

Developed an ICT strategy for the Borough to achieve the Government's IEG and ODPM targets by 2005 and to provide the ICT functionality needed to allow Hounslow Council to move from a 'fair' to a 'good' CPA rating.

Objectives included enabling the e-government strategy, mobile working across the Council, and developing a detailed ICT plan/roadmap with the Financial, HR, Solicitors, Members, Planning and Property Departments.

July 2003 – March 2004

Preparing & teaching a Higher National ICT course at Spelthorne College and initial PhD research on the introduction of complex 3rd party packages into public and voluntary sectors (involving Warwick University).

April 2002 – April 2003

Cambridgeshire County Council
ICT Manager

Responsible for the delivery of the Council's core ICT applications and projects including the emerging outsourced Oracle e-business suite (Financials and HR including developing e-procurement). Other projects included the roll-out of 3500 standard PCs, various partnership initiatives and the Council's Web site and E-government plans, mobile working via the Cambridgeshire Assessment Tool (precursor to Nomad).

A key goal was to re-structure the ICT Division; focusing the Council's IT teams on the working practice and culture changes required for managing third party supplied services.

Also owned the IT Best Value initiative aimed at increasing a set of externally scrutinised Key Performance Indicators by 20% in twelve months.

Jan 2001 – Dec 2001

ANC (logistics service supplier)
IT Manager

In late 2000 ANC terminated a 3 year project to re-write their core systems. Tom Coleman was brought in as a turnaround IT and Programme Manager to take over day to day management of the existing applications staff and then plan and implement a new IT strategy (within the context of a major business recovery exercise driven by the new board).

Re-directed ANC into a package-based approach leading to the procurement of USA developed LTL software for their core applications. This approach won a prestigious industry award for the best use of technology.

Oct 2000 – Nov 2000

7c (call centre and e-CRM service supplier)
IT Consultancy

Assisting 7c with multi-channel e-CRM architecture definition; specifically, directing a technical consultancy tender plus a second assignment providing an independent review of the resulting channel strategy options.

Sep 1999 – Oct 2000

Celestica (electronics manufacturer)
VP IT (Europe)

The initial role was VP (European IT) responsible for all IT systems in the UK, Ireland, Czech Republic and Italy. This position was a new one for Celestica who were developing global and regional IT strategies to support their explosive organic and acquisitive growth (Celestica acquired IBM Italy's manufacturing during this time).

Accountabilities included the implementation of corporate strategic applications across the region, the initiation of global IT sourcing and SAP, responsibility for the repair division's worldwide systems, and general implementation of 'best of breed' supply chain and manufacturing solutions. Specifically accountable for the European delivery of consistent and common IT services, the support of installed applications and ensuring that worldwide strategies and architectures were adhered to within Europe.

After recruiting his replacement the assignment was extended with the role changing to Programme Director with specific responsibility for two world-wide programmes including setting up a \$200m IT outsourcing initiative.

Mar 1999 – Sep 1999

Fisher Rosemount (process control equipment)
IT Director

Interim Manager with responsibility for 4 sites and their personnel, as well as developing a new role of board level UK IT Director. Prime duties were a) to create and develop an entirely new role of cross-divisional UK IT Director, and b) to introduce a key front office Customer Relationship Management (CRM) system.

Dec 1997 – Feb 1999

Hales Waste Control (waste disposal & skip supplier)
IT & Programme Manager

IT Department / Programme Manager for a Y2K triggered initiative which involved direct accountability for delivering 5 projects. These included: replacing old legacy systems with JD Edwards One-World ERP software and replacing the complete IT infrastructure.

Sep 1997 – Dec 1999

Ready Mixed Concrete (world-wide aggregates supplier)
IT Consultant

Rescuing a project to implement Hyperion consolidation software. The programme was in significant difficulties with a serious risk that the Group's accounts would be qualified.

Jul 1996 – Sep 1997

NBS (international search and selection)
IT Manager

Interim IT Manager managing a programme from initial requirements analysis through to full implementation of new front and back office systems. This included moving the core IT architecture from Unix to Windows, package selection and introduction of a WAN between regional and central offices.

Jul 1996 – Sep 1997

BNB Resources (recruitment full service plc)
Strategy Consultant

Group level IT strategy review to identify where BNB could gain benefit from integrating IT systems and expenditure across their 7 companies.

Oct 1995 – Apr 1996

Sears Group (retail)
Interim IT Manager

Developing and implementing a three strand IT strategy to radically improve working practices in the property management division. Interim IT Manager role included recruiting a permanent replacement and reviewing/improving the AS400 and Windows 95 IT systems. After the primary assignment there were a number of short assignments including developing business continuity plans, business process redesign & health checking key projects.

1987-2010

Miscellaneous Work

- Project Manager for a number of financial services IT companies including the introduction of document management systems, a mainframe based marketing database, a geodemographic planning tool and various IT software developments.
- Reviewing IT project portfolios for several leading financial services companies.
- Introducing an investment appraisal methodology into a leading re-insurance company, and then facilitating its use for monitoring a major BPR change programme.
- Carrying out a feasibility study for a major computer manufacturer, appraising the commercial and technical viability of developing a new windows based suite of applications for the legal sector.
- Assisting a number of clients implement IT benefit appraisal and management systems and accompanying IT strategies.
- Managing a number of sizeable IT initiatives including the introduction of document management systems, legacy system migrations, marketing systems, IT software developments, etc.
 - Providing investment appraisal and benefit delivery training for private clients (e.g. Somerfield, Bank of Nigeria) as well as via public seminars.

Clients include:

7C
ANC Ltd
BNB Resources Plc
Cambridgeshire County Council
Celestica Inc.
Chambers of Donald Keating
Churchill Insurance
Clerical and Medical Insurance
Digital Equipment
Fisher-Rosemount
Hales Waste Control
London & Edinburgh Insurance
London Borough of Hounslow

London Borough of Hammersmith & Fulham
Luton Borough Council
Mercantile & General Reinsurance
Prudential Assurance
Ready Mixed Concrete
Salford City Council
Sandersons
Sears Group Properties Ltd
Somerfield Stores
Tallyman
TSB Bank
Woolwich Building Society

Permanent employment

April 1993 – present	Ochre Management Services Ltd.	Director and principal consultant
1991 – 1993	Prudential Corporation Plc.	Strategy Consultant
1987 – 1991	Prudential Corporation Plc.	Manager, Advanced Technology Group
1982 – 1987	British Telecom Plc.	Project Manager Senior Systems Programmer.
1979 – 1982	Kienzle Data Systems	Senior Programmer/Analyst

Qualifications

2002	Certified Prince II Practitioner
1989 - 1991	CASS Business School MBA, 2nd Year Thesis "Evaluating the Intangible Benefits of IT Investments"
1972 - 1977	UWIST (University of Wales Institute of Science and Technology) B.Tech (Hons) Occupational Psychology Member of the British Computer Society Chartered IT Professional

Publications

"IT Value for Money - Going Beyond Financial Analysis"

Published in *Hard Money - Soft Outcomes*, ed. B. Farbey; Alfred Waller (1994).

"Return on Investment - Evaluating all of the benefits of information technology"

In: *Information Management. The Evaluation of Information Systems Investments*, ed L. Willcocks; Chapman & Hall (1993).

"Expert Systems for the Data Processing Professional"

Tom Coleman, NCC / Blackwell (1989).

Numerous papers, articles and reviews.

Personal

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References

Contact details will be provided for any client on request.