

CHRISTOPH BURTSCHER

Digital Change Leader, Strategic Thinker, CTO & Innovator

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📍 Liverpool, UK



EXPERIENCE

Global Product Director (and business unit Exec)

dunnhumby

📅 October 2018 – ongoing 📍 Manchester, UK

- Deliver all new & changed products across product management & engineering
- Lead whole platform agenda, User Experience IT governance across both business units

Head of Strategic Delivery

Co-op Group & Insurance

📅 February 2018 – October 2018 📍 Manchester, UK

- Reset change delivery governance & transformation
- Delivered first new product in insurance for years and leading new business unit design & implementation

Head of Group Transformation Practice

Co-op Group

📅 March 2017 – January 2018 📍 Manchester, UK

- Leading the development & implementation of a multi-modal change delivery capability across Co-op Group
- Manage Rebuild £1.3b Transformation governance
- Run programme of Business Service Centre set-up

Deputy CIO & Director of Strategic Change & Digital

Yodel Delivery Network

📅 September 2014 – March 2017 📍 Liverpool, UK

- Re-designed business change capability from Idea to Benefit Realisation
- Designed and delivering the Digital ambition of Yodel across all products including Innovation Lab
- Architected event-driven, SOA-based platform and now in delivery of new end-to-end core platform & Architecture capability

Visiting Fellow & Managing Director

Be2Change Consultancy

📅 September 2013 – ongoing 📍 Liverpool, UK

- Visiting Fellow at University of Reading lecturing (Digital) Business Design (business & operating models), Enterprise Architecture & Big Data
- Jun14 – Sep14: Set-up global business transformation programme including governance, projects, people for global Insurance broker (Hyperion)

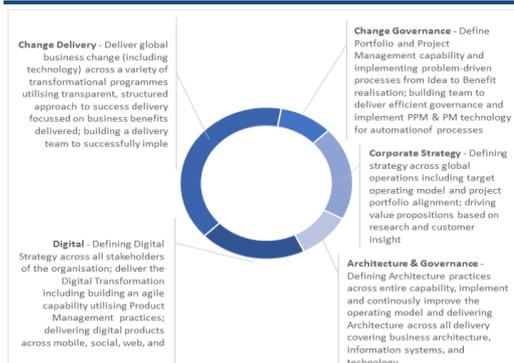
Director of Strategy

The LateRooms Group

📅 September 2011 – May 2014 📍 Manchester, UK

- Delivered business transformation end-to-end
- Designed and implemented new Corporate Strategy across multiple brands on global sale
- Grew as MD malapronta.com.br by 100% in 11 months

MY CAREER



LIFE PHILOSOPHY

"I choose to live by choices, not by chance; to make changes, not excuses; to prove, not promise"

MOST PROUD OF



Controlled & Successful Delivery

Shaped Digital & Enterprise Architecture as non-Exec member of NHS Digital



Effective Operating Model

Delivered efficient & effective new operating models in global organisations



Grew Organisation

Developed people and processes to achieve doubling of organisation size in global market



State-of-the-art Architecture

Designed event-driven, real-time, SOA & microservice based architecture across all platforms from business to applications to data to technology



Visiting Fellow

Lecturing at Henley Business School for Corporate Strategy, Digital Business Design, and Architecture

STRENGTH

Hard Working

Innovative

Influential

Analytical

Inspiring

Organised

Authentic

Digital

IT Governance

Delivering Transformation

Architecture

Project & Portfolio Management

LANGUAGES

German

English

French



EDUCATION

Doctorate (Governance)

Henley Business School

📅 October 2007 – October 2013

Certificate in Business Accounting

Chartered Institute of Management Accountants

📅 September 2009

Advanced Postgraduate Diploma in Mgmt. Consultancy

Henley Business School

📅 October 2007 – September 2009

Masters (Business Informatics)

University of Applied Sciences St. Gallen

📅 October 2000 – July 2003

Masters (International Business)

University of Innsbruck & Dublin City University

📅 October 1994 – November 1999

DETAILED WORK EXPERIENCE

Oct 2018 -

Dunnhumby – Global Product Director Customer Data Solutions

In the role of Global Product Director Customer Data Solutions (CDS), I'm one of the five Exec of the CDS business unit and accountable for the delivery all products to our Clients (as a B2B business) on a global scale. This covers Category Management (ranging & assortment) but also Pricing and Promotions for retailers, pharmacies, ecommerce, insurance and retail financial services. The accountability includes all global locations of a new business unit capturing new growth in products, propositions, and customers starting with customer-driven design to full operating model including regulatory compliance. Additionally, I'm supporting the new in role Chief Transformation Officer for Insurance in resetting the change delivery of the Insurance unit and also function as the Chief Transformation Officers deputy.

Achievements

- Revamped the whole product portfolio that dunnhumby sells to clients to microservices, state-of-the-art architecture in cloud hosted environment
- Established four development centres in US, India, UK augmented with Ukrainian-provided services
- Established DevOps practices with automation of processes combined with SRE-based principles for operations
- Established global product management practices from sales to delivery to operations
- Unified all user experience across both business units (not only CDS) with common framework, etc.
- Consolidated and improved application and infrastructure platform across dunnhumby
- Implemented COBIT-based governance of technology incl. accounting, resource management, terms of references, RACI, etc.

Mar 2017 – Oct 2018

Co-op Group – Various Roles

Feb 2018

Co-op Group & Insurance – Head of Strategic Delivery

In the role of Head of Strategic Delivery, I'm accountable for the delivery of a new business unit capturing new growth in products, propositions, and customers starting with customer-driven design to full operating model including regulatory compliance. Additionally, I'm supporting the new in role Chief Transformation Officer for Insurance in resetting the change delivery of the Insurance unit and also function as the Chief Transformation Officers deputy.

Achievements

- Redefined and reset end-to-end change delivery governance (across all change, technology and otherwise) and ways of working for all financial services related products
- Insurance Distribution programme set-up and delivered new Travel products
- Re-shaped new unit set-up and lead programme and also content

Mar 2017 – Jan 2018

Co-op Group – Head of Group Transformation Practice

In the role of Head of Group Transformation Practice, I was leading the governance of all change delivery of Coop at Group level across all business units including food, bank, insurance, funeral care, legal services and digital. This included the accountability for the new multi-modal change capability development containing people (skills, talent management, etc.), processes (change framework, project & portfolio governance, reporting, etc.) across all hierarchal levels and business units.

Achievements

- Transforming the previously existing process of project delivery into an end-to-end change delivery capability which is problem-driven and multi-model (Scrum, DevOps, DSDM, DMAIC, waterfall, etc.)
- Built and deployed fully a resource pool of programme managers, project managers, PMO Manager & Analysts across Group programmes including PMaaS
- Introduced competence-based management of delivery resources including people development with talent board, apprenticeships, etc.
- Delivery of programme to define and implement a Co-op-wide Business Service Centre for multi-thousand seats including delivered first step of implementation
- Managed the definition and approval of a group-wide data strategy aligned to newest

Sep 2014 – March 2017

Yodel – Deputy CIO & Director of Strategic Change & Digital

I'm accountable for the transformation across the organisation and deliver the value of all Strategic Change programs in the role of Director of Strategic Change, reporting to the CEO (role since Feb16). This role includes the Strategic Definition processes of defining & maintaining the overall company strategy but also include Strategy Performance Management (execution performance) and mainly the delivery of the overall transformation. I'm a member of the company-wide change prioritisation and investment committee to drive strategic alignment of the project execution. My second part to the role is leading the Digital agenda end-to-end for Yodel from strategy to execution across all Digital products of clients, customers, and colleagues. Previously (Oct14 – Nov16) I had a third part of my role, I was leading a team of Product Architects as Chief Architect (reporting to CIO for that role) for all BAU and change activities at Yodel where I designed a complete overhaul of IT systems & business processes at Yodel including a re-fresh of all IT infrastructure with an aggressive move to cloud. This is based on an end-to-end, TOGAF-based Architecture Operating Model with Architecture Review Board, Technical Design Authorities, etc. including full stakeholder management across the business to develop future roadmaps for all areas of the business. The new platform is architected to be SOA-(Service Oriented Architecture)-based utilising real-time, event-driven information. I'm also leading the Technology Innovation Lab driving innovation across the organisation together with strategic partners. I'm functioning as deputy CIO and carry various duties of the CIO.

Achievements

- Delivering Yodel's transformation to a client-centric business
- Re-designing of business change capability from Idea to Benefit Realisation aligned to variety of delivery methods.
- Started Digital program from shareholder buy-in to strategy to sourcing
- Delivery of Digital products across all types of customers – consumer, clients, colleagues
- Defined & implemented Yodel Innovation Lab for customer & client innovation including successfully implementing various proof-of-concepts
- Define & implement Architecture Operating Model across BAU and change activities
- Developed Enterprise Architecture Continuum providing the reference architecture across Yodel for Business, Application, Data and Technology Architecture
- Define architecture for re-platforming of core systems
- Define architecture for all IT Infrastructure including data centre, networks, storage, virtualisation, computing including cloud, workplace environment and security
- Set-up and operation of Yodel Technology Innovation Lab
- Implement key IT Governance instruments for IT department including IT Project Portfolio Management, resource management, etc. as part of Business Change

Jun 2014 –

Be2Change Consultancy – Managing Director

Having set-up again my own consultancy organisation for various lecturing and speaking opportunities, I'm presenting at various events.

- Achievements**
- Continuous lectures on corporate strategy, operating models and enterprise architecture in master and Executive Education programmes at Henley Business School
 - Supervision of doctorates at Henley Business Schools as supervisor
 - Non-Exec Director on NHS Digital Enterprise Architecture Board shaping the agenda of a £4.4b digital transformation

Sep 2011 – May 2014

The LateRooms Group – Director of Strategy

Promoted to this position from Director of Business Change & IT Governance. Defining and monitoring Corporate Strategy for all brands. Own accountability: Finance, Strategy and Operations of the Brazil Brand (MalaPronta.com.br, £8,000,000 t/o). Member of the Brand Review Boards (LateRooms.com & AsiaRooms.com) and a member of the Group Operational Board. Forty global reports via four direct reports to me. Previously responsible for Business Change (globally responsible for delivering all projects and the project portfolio) and IT Governance (definition, implementation, and operation).

- Achievements**
- Definition of the Global Corporate Strategy for all of The LateRooms Group across all business units and offerings for all global territories (UK, APAC, Brazil)
 - Ensured all projects selected and implemented on global scale are fully aligned to strategy, managed efficiently, and delivered benefits defined
 - Implemented market and competitor evaluation model across relevant markets including market attractiveness and competitor indices
 - Managing and being accountable for alignment and supporting MalaPronta.com.br as newly acquired organisation
 - Designed a Target Operating Model aligned to Strategy for efficient operation and cost savings of £6,600,000 million and defined a business capability model
 - Delivered a transformation programme of £11,000,000 with adapted websites, general ledger, content management, product information management, customer relationship management, new data centre, disaster recovery and testing capabilities
 - Improved transparency of all brands performance with the new data warehouse enabling better decisions and efficiency
 - Defined and implemented a new Business Change capability including end-to-end Project Portfolio Management with project management processes, tools, and capabilities
 - Implemented COBIT based IT governance with focus on financial and risk management
 - Responsible for PCI DSS implementation as global sponsor
 - Delivered a new Data Warehouse for all brands
 - Delivering the transformation programme rectifying constraints based on legacy and enabled future growth for a global organisation
 - Reduced risk and running costs of IT through financial processes and risk management

Dec 2010 – Sep 2011

Be2Change Consultancy – Chief Executive Officer

Owner of Consultancy supporting various organisations delivering financial and change management matters.

- Achievements**
- As a Finance Director, restructured an IT Company including the Business Change/Portfolio capacity & capability
 - Implemented new financial processes and lean organisation structure delivering commercial focus (Ecebs Ltd.). Redesigned financial processes of the company including but not limited to, budgeting, controlling, and management accounting.
 - Supported programme sponsor to bring PCI DSS programme from failure to delivery (thetrainline.com). Executive consultant for thetrainline.com CEO.
 - Designed and launched a Business Continuity Management project including provider selection (thetrainline.com)

May 2010 – Dec 2010

Xchanging – Head of Implementation Continental Europe

Member of the European Leadership team responsible for delivering all projects including process improvement, client projects, system implementations. The overall number of permanent employees was circa one hundred employee's dependant on the project demand, including contractor & outsourcing management of a budget of EUR36 million.

- Achievements**
- Implemented an adapted as part of the overall Business Change capability the Project and Portfolio Management process across all teams in Europe including tool development
 - Implemented capacity management across all change resources
 - Implemented improved Business Continuity Management capability and member of the European Emergency Management team
 - Turned a loss-making department into a profit-making department on top of increased cost control
 - Improved Customer Pricing to be effective based on project requirements; customer included Deutsche Bank, Macquarie, TargoBank, etc.

Jan 2009 – May 2010

TheTrainline.com – Head of Corporate & IS Governance

Executive Committee member reporting to the Group CEO for Corporate Governance responsibilities, and the Group CIO for IT Governance.

- Achievements**
- Redesigned and rolled out a new Business Change/Portfolio Management process from demand management to benefit realisation to align the process to business needs
 - Implemented and led the Group Operations Committee to manage the daily business operations across the globe
 - Defined and implemented performance management with IS Scorecard & Dashboard with aligned reporting
 - Implemented updated Financial Management of all IT units (including but not limited to, budgeting, controlling and charging)
 - Defined the Organisation Design of IT aligned to the business strategy with related IT people management including Training & Development
 - Governance updated with RACI Matrix & Delegation of Authorities in IT, Supplier & Contract Management and IT Risk Management
 - Implemented full Information Security Management Systems across business including Business Continuity Management
 - Implemented efficient and secure Document Management across organisation
 - Achieved full control of all IT resource to be fully aligned to strategy
 - Changed costs through changed sourcing and contracts to align to agility and volume development of the business

Jul 2007 – Dec 2008

AVIS Europe plc – Director IT Governance

I was reporting to the Group CIO EMEA, responsible for IT Governance in EMEA with a dotted line to Group Internal Audit. Managed four people in the IT governance department.

- Achievements**
- Defined Lean Six Sigma business case for European deployment as European Deployment leader
 - Responsible for all financial management in EMEA IT and implemented new cost model for IT based on BIMO (Business change, IT efficiency, Maintain, Operate)
 - Responsible for the overall organisational design of IT which also includes other processes like IT Risk Management, IT Compliance Management, IT Supply Management, IT Strategy Management, IT Architecture Management, Information Security Frameworks and IT People Management
 - Defined and deployed COBIT-based IT Governance framework and processes across all European IT departments
 - Aligned European IT resources to strategy
 - Led and implemented cost savings initiatives across EMEA IT around infrastructure, processes, and people

Sep 2001 – Jul 2007

AXA (including previously Winterthur Group) – Various Roles

Feb 2007 – Jul 2007

IT Strategy Manager (Life) at AXA UK & Ireland

Responsible for developing IT strategy for the Life Business to align the business and IT, setting-up the relationships with the business and managed performance of the IT strategy implementation.

- Achievements**
- Defined the process and framework for definition and management of IT strategy across the business unit
 - Worked with Enterprise Architects and Target Model Office to define IT strategy with business and IT approval across all domains, applications, technology, and data
 - Aligned all IT projects to business strategy to ensure IT effectiveness
 - Ensured benefits were delivered by the change programme via control & support

Sep 2007 – Jan 2008

Senior Project Manager at Winterthur Insurance

Responsible for setting up the Swiss AXA-Tech operations based on the merger with AXA.

- Achievements**
- Managed the integration of Winterthur IT into AXA with regards to Infrastructure and Operations
 - Delivered design and first stages of implementation of efficient AXA-Tech operation
 - Ensured best practices of Winterthur are part of AXA stand

Jan 2006 – Sep 2007

Chief Information & Technology Officer at Winterthur Czech Republic

Responsible for all IT in the Czech Republic and partly in Slovakia. Had twenty-eight direct reports.

- Achievements**
- Restructured IT in the Czech Republic to align to the business and for efficiency
 - Implemented co-operation and common services across Central and Eastern Europe IT departments
 - Finalised implementation of New Life policy administration, system and processes
 - Provided IT services to the Slovakian Business operation
 - Delivered European wide cost savings through service sharing
 - Prepared organisation for the new CIO and developed the successor

Jul 2004 – Dec 2005

Senior Project Manager at Winterthur Insurance

Responsible for developing IT strategy for the Life Business to align the business and IT, setting-up the relationships with the business and managed performance of the IT strategy implementation.

- Achievements**
- Acted as an internal consultant to the Global CTO of Winterthur aiding strategic discussions
 - Delivered a 'Data Centre Consolidation Project' as deputy Programme Manager, achieved targeted cost savings
 - Delivered a new global sourcing strategy for infrastructure across all global operations with 30% cost savings reported to the Board

Jul 2003 – Jun 2004

Programme Office Manager at Winterthur UK

Reporting to the CIO responsible for all support activities of IT.

- Achievements**
- Delivered IT elements of Sarbanes-Oxley implementation to achieve SOX Compliance
 - Implemented new IT risk management processes and set-up and represented IT in a UK wide approach including operational management of IT risks
 - Implemented ITIL based service management
 - Consulted and shaped board on IT organisation design
 - Achieved compliant BCM implementation or IT

Sep 2001 – Jul 2003

Head of Service Management at Winterthur Insurance

Financially managed a headcount budget of approx. CHF 90 million.

Achievements

- Defined the IT department strategy aligned to business strategy and budget
- Implemented and ran processes to contain and manage all IT costs
- Redesigned department to a reduction of headcount to 33%, with aligned cost savings and smooth transition, delivery and achieving target

May 1999 – Oct 2000

Unternehmensberatung Herbert D. Ibele – Management Consultant

Responsible for consulting small to medium sized organisations.

Achievements

- Delivered marketing plan proposals to various organisations
- Consulted in financial optimisation of organisations
- Defined and supported implementation of new corporate strategies
- Completed set up of new subsidiary of the consultancy in Germany from design to delivery to first consulting mandates
- Supported various organisation to get from financial difficulties in state of secured operation

SUMMARY OF MAIN QUALIFICATIONS

1994 - 1999	Masters in International Business Studies at University of Innsbruck, Austria and at Dublin City University, Ireland
10/2000 - 07/2001	Business Information Systems at University of Applied Sciences Liechtenstein, Vaduz
01/2002 – 06/2002	Certificate for IT Project Manager at ZfU, Zürich
07/2002 – 10/2002	CSFS Management Start-up and Management 1-3, Credit Suisse, Zürich
03/2003 – 07/2003	Masters in Business Informatics at University of Applied Sciences St. Gallen and Technical University of Munich
10/2003	ITIL Foundation Course Certificate , FOXit, Woking, UK
11/2003	Middle Management Development Centre at Winterthur Financial Services UK Ltd.
10/2004	Strategic IT Training Program of Credit Suisse/Winterthur Group at IMD,
10/2005 – 07/2006	Young Executive Training Program of Winterthur Group at Henley Management College and other institutions
09/2009	CIMA Certificate in Business Accounting (CBA), CIMA, UK
08/2009 – 10/2010	Student at Chartered Institute of Management Accountants (CIMA) for Chartered Management Accountant
09/2007 – 09/2009	Advanced Postgraduate Diploma in Management Consultancy , University of Reading, UK
04/2011	Fellow of British Computer Society , UK
10/2012 – 03/2013	Advanced Management Programme at Henley Business School, UK
10/2007 – 10/2013	Doctorate at Henley Business School, University of Reading (Doctor of Business Administration) in the field of how Corporate Governance and Information Technology Governance are linked

LANGUAGES

Native	German
Fluent	English (TOEFL of 112 out of 120)
Basic	French

PUBLICATIONS & PRESENTATIONS

02/2008 and 09/2008	Key Note Speaker on 'European IT Governance Conference', Barcelona regarding IT Governance Implementations and 'IT Transparenz Gipfel', Berlin regarding IT Governance Implementations
02/2009	Key Note Speaker on 'European IT Governance Conference', Amsterdam regarding IT Governance Implementations
03/2009	Paper presented at University of Oxford, UK: Burtscher, C., Remenyi, D. & Manwani, S., 2009, Towards a Conceptual Map of IT Governance: A review of current academic and practitioner thinking, in <i>UK Academy of Information Systems Annual Conference 2009</i> , Oxford, UK, 31.03.2009.
09/2013	Presenter at PA Consulting event in London for Digital Business Design
2012 -	Regular presentations & lectures as lecturer at Henley Business School, University of Reading for the topics of Corporate Strategy, Enterprise Architecture, and Digital Business Models
07/2014	Key Note Speaker and Panel member of Computer Weekly 500 conference on "Shadow IT and IT Governance" in London
07/2015	Key Note Speaker at BCS event to announce SFIA+ version 6

HOBBIES

Sports	<ul style="list-style-type: none">• Golf• Skiing & Snowboarding• Jogging
Others	Reading

OTHERS

References	References by Dr Martin Frick (COO Generali Switzerland), Adam Gerrard (CIO Yodel), and David Jack (CIO Metapack), can be provided
Travel & Location	International travel, even if extensive, is not an issue - also the main location of the office can be discussed in a global context
Articles & News	<ul style="list-style-type: none">• Architecture-driven transformation at Yodel - http://www.computerweekly.com/news/4500247012/CIO-interview-Adam-Gerrard-Yodel• Architecture-driven Windows decision at Yodel - http://m.computing.co.uk/ctg/news/2429168/yodel-rolls-out-windows-10-windows-phone-and-surface-3-for-over-5-000-employees