

## Ray Blackman

Ray Blackman is one of the UK's leading authorities on business transformation and change management. A thought leader, lecturer and senior executive with over 25 years' experience, Ray has recently developed and proved the concept and practice of *accelerated business improvement (ABI)*.

ABI involves a variety of activities and tasks, including problem & solution analysis, business process engineering, operating model construction, disruption/impact analysis, communications and stakeholder management, with each element tightly focused on delivering a precise and sustainable level of business enhancement within a set time frame and budget.



### Current Role:

June 2010 -

#### **Blackman Consulting Group – Founding Director**

After five years building and managing a business improvement and change management practice for Rule Financial, successfully applying a range of 'accelerated business improvement' techniques in the wholesale and investment banking sector, the time is right to offer these services to a broader market.

The Blackman Consulting Group is on schedule for a UK launch in November 2010.

September 2004 – June 2010

#### **Rule Financial – Partner**

Within a specialist investment banking IT consultancy, RB created a business improvement and change management practice from scratch. He also drove a wider programme of expansion and communication within the financial services market.

From a standing start, the practice generated revenues of £3m and gross profit of £2m in its second year of operation. It has maintained a positive contribution in every subsequent year. The re-usable methods and tools developed during this period continue to provide the foundation for Rule Financials' business change projects. The role included:

- Providing hands-on quality control for all aspects of client engagement and project delivery
- Taking personal charge of business critical initiatives and delivery projects
- Providing original thought leadership regarding business improvement and change management and applying these accelerated techniques to client problems

- Generating marketing and sales strategies and implementing business plans successfully
- Building strong relationships with clients at both executive and senior management level
- Managing teams to deliver business improvement/change management projects successfully
- Full P & L accountability for revenue generation, cost control and consultant utilisation

2002 – 2004

### **Blackman Change Research Programme**

For over two years, following the successful sale of his company *Results Oriented*, RB undertook the most detailed-ever research programme into “why the sponsors of change get such a poor return on their investment”. This embraced the experiences of 120 financial services organisations in the UK and USA and analysed 1,400 change programmes and 5,500 projects, establishing that successful programmes consistently place good preparation at the heart of a cohesive change management framework.

The programme covered a wide range of business improvement initiatives including:

- Business Transformation
- Integration & Alignment
- Mergers & Acquisitions
- Process Outsourcing
- Technology Replatforming
- CRM Implementation
- Business Reorganisation
- Regulatory Compliance

The research findings, coupled with first hand experience of the best practice methods, were used to develop a hybrid, preparation-centric change framework. This has since evolved into the twin practical applications of *Accelerated Change Management* and *Accelerated Business Improvement*

1984 – 2002

### **Results Oriented Limited – Managing Director**

RB’s original consulting and training business, which offered a full range of business improvement and change management services. Built from scratch to employing over 50 consultants, the company gained a strong reputation for reversing the trends of failing change programmes. Applying a hands-on approach to service delivery, major clients and roles included:

#### *Royal Bank of Scotland - Programme Manager*



Reporting to the CEO (Retail Investment Services) this assignment involved the integration of 4 distribution channels; the establishment of a virtual customer interface, outsourcing of enquiry routing and process management to a 3<sup>rd</sup> party and the establishment of automated sales and regulatory compliance processes.

### *Friends Provident - Programme Manager*



Reporting to the Board this assignment involved the design and implementation of an integrated distribution model including the development of telesales, direct sales, independent advice and internet based sales processes. This assignment included a “Customer First” programme which realigned the companies operating model to create the constructive tension and focus required to provide consistently excellent customer service.



### *Aetna Life & Casualty - Business Architect*

Reporting to the CEO, this assignment involved the design and implementation of an operating model for a US financial services provider entering the UK market. The role included the establishment of call centres and outsourcing of all business processing activities to 3<sup>rd</sup> parties.



### *Sun Life of Canada - Programme Director*

Rescue of a £50m transformation programme which had gone off the rails. Reporting to the CEO, this role reversed the trends of a major process automation and outsourcing initiative over a 6 month period and resulted in a substantially streamlined UK operation behind a virtual customer interface.

1980 – 1984

### **Smith Kline & French – Special Projects Manager**

Reporting to the General Manager (Sales & Marketing) in Philadelphia, PA. USA, this role involved the design and establishment of new global distribution channels supported by new technologies and support services. It also included the establishment of Call Centres and technology applications to support medical enquiries worldwide for hospitals, research, universities and General Practice

### **Education:**

- Tunbridge Wells Technical High School – 4 ‘A’ Levels: Maths, Economics, English and Biology.
- University of Reading – BA (Hons) in Business Studies and Psychology

### **Contact information:**

**Office:** + 44 (0) 207 788 7459  
**Mobile:** + 44 (0) 7581 252929  
**Email:** ray.blackman@blackmanconsulting.com