

Peter Thomas

Award-winning Business Intelligence and Cultural Transformation Expert

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Overview

An award-winning Information Executive with a track record of leading international programmes and projects, establishing new departments and turning-round underperforming ones; successes underpinned by a focus on business engagement and managing change. Has the proven ability to identify and surpass business needs and develop information systems to drive organisational success.

Specific areas of Expertise

- Business Intelligence, Data Warehousing and Management Information
- Change Management and Cultural Transformation
- Both IT and Information Strategy Development
- IT / Business Alignment and IT Governance

Career Summary

2011- **Greene King plc** – *Turnover £1bn Leading UK brewing and pub company*

Head of Information

Accountable for all aspects of information. In particular responsible for the Group Business Intelligence function, which supports the needs of thousands of users via an IBM Cognos platform. Also second-in-command to the Group IT Director and engaged in a wide variety of activities pertinent to the running of the IT Department.

- Completed a full situational analysis of existing information capabilities, compared these to business needs and devised a multi-year programme of work to remediate weaknesses
- Established future technology direction for information provision at the company
- Developed a strategy and high-level plan to leverage customer data in order to drive acquisition, retention and revenue maximisation via loyalty programmes, targeted offers, enhanced service, a contact strategy and segmented analysis of books of business
- Recruited a team of permanent and contract information professionals
- Managed a programme to fully integrate the business of a major acquisition into the reporting and analysis capabilities of the four Business Units
- Managed the extensive impact on reporting and analysis capabilities of the two Retail Business Units moving to the same ERP platform as the two non-Retail ones
- Introduced and bedded-in a formal Change Management process across all IT areas
- Delivered suites of reports and analysis facilities supporting a drive to grow Greene King's hotel and event business and cross-Business Unit Project Costing

2009- **peterjamesthomas.com** – *Not-for-profit Business Intelligence web-log*

Founder and lead author

peterjamesthomas.com has developed into an extensive resource covering recommended best practice in the strongly related areas of Business Intelligence and Cultural Transformation and anchored firmly in the practical experience of its founder.



Financial Sector Technology
"Best Use of IT in Insurance"
March 2005



Cognos UK
"Best Enterprise BI Implementation"
October 2006

The site also embraces many other aspects of business, technology and change; in particular IT / Business Alignment and the emerging phenomenon of social media. *peterjamesthomas.com* has been referred to on the web-sites of several industry luminaries and also cited by media outlets such as *CIO.com*, *ComputerWorld*, *Computing* and *IT Business Edge*. It is also syndicated on a number of technologically-focussed web-sites.

2009-2011 ELEMENT SIX (part of the De Beers family) – Turnover \$500m Global leader in super-materials

Head of Group IT Development

Accountable for developing an IT strategy to support the needs of 2,900 staff across 18 countries that encompasses: Business Intelligence / Data Warehousing, Corporate Performance Management, ERP systems, Customer Relationship Management, Domino-based applications and general web-applications.

- Documented the general IT and management information requirements of managers across all four business divisions and group functions
- Surveyed and assessed the existing Element Six IT Landscape
- Based on this, created a future state Enterprise Architecture, identified gaps and obtained Executive sign-off for a 4-year programme to address these
- Pioneered the concept of a new \$3m Enterprise Data Warehouse, EIGER
- Designed and implemented the technical infrastructure underpinning EIGER
- Established an EIGER Extended Business Team of 30 managers and captured their requirements for the high-level structure of EIGER and its general functionality
- Developed and implemented an interim Data Warehouse for a business division
- Established an inventory of all IT projects, prioritised by business benefit and used this to implement an IT Governance process and increase IT / business alignment
- Created a new IT Development competency centre in London, with associated resources in the Irish Republic, South Africa and Finland and supplemented by external organisations
- Established new procedures for IT project management and both authored and implemented a Group-wide Systems Development Life Cycle
- Established a plan for the global roll out of salesforce.com across all four business units
- Built and deployed a number of small systems including ones supporting: travel booking, capital budget approval, group cash position analysis and sales forecast analysis
- Outsourced support of Domino-based applications

2007-2009 THE CHUBB CORPORATION – Turnover \$12bn Global property and casualty insurer

Head of International Business Intelligence – Chubb International

Selected by the International CEO and Global CIO to build on the successful European Information Architecture by formulating a Business Intelligence strategy for Chubb International: Asia Pacific, Canada, Europe and Latin America.

- Acted as a high-level consultant in undertaking an unprecedented 6 month review of business strategies, markets, products and BI needs spanning 100 business managers across 24 countries and 4 continents
- Established business and technical commonalities, and developed a coherent strategy to meet business needs; including the establishment of an international BI competency centre
- Obtained customer buy-in and then Executive sign-off for the implementation of a consistent International MI strategy

1996-2007 CHUBB INSURANCE COMPANY OF EUROPE – Turnover \$1.2bn. Pan-European insurer

2005-07 Head of European Enterprise IT

Promoted to take additional responsibility for European Financial and HR systems, Technology Training and Strategic Marketing systems while retaining Business Intelligence responsibilities.

- Leveraged the European EMIR Business Intelligence platform in Argentina, Brazil, Chile, Colombia and Mexico, making high-calibre information available for the first time and resolving problems with inaccurate reporting to the US parent
- Delivered a growth-focussed EMIR dashboard to all European staff for the first time, creating transparent tracking of performance, and allowing comparisons
- Fulfilled the original EMIR vision by deploying a second phase of three report families across Europe
- Turned round the failing Financial System department by introducing effective planning and communications and strengthening the personnel base, thus completing the implementation of the Global Financial System (GFS) throughout Europe
- Rolled out GFS to Australia, Singapore and Hong Kong, implementing the \$3m project on-time/under-budget and thereby created a consistent global platform
- Turned round a failing project to build a prospecting system for Europe and went on to develop and improve other IT systems for the Strategic Marketing department
- Coordinated European IT's response to the UK FSA's Contract Certainty initiative

2000-04 Head of European Business Intelligence

Promoted to establish a new Business Intelligence and Application Integration / Architecture department.

- Originated the multi-award-winning concept of a European Management Information Repository (EMIR), and obtained \$5m funding for the first phase of the system (scope subsequently expanded to \$8m)
- Collaborated with an extended team of 30 business managers to identify both the information needs of the European business and the key decisions that needed to be supported
- Accountable to the European CEO for all aspects of the design, development and ongoing support of the EMIR data warehouse; which featured the Cognos and Informatica tools
- Also responsible for the cultural transformation elements of EMIR, including extensive pre-launch marketing, delivering professional education programmes to over 500 staff and ongoing user support
- Deployed 5 EMIR report families to 13 countries, meeting the majority of reporting and analysis needs
- Established EMIR as the hub of the overall European Information Architecture, providing both master data and selected information to a range of underwriting and claims systems
- Created a web-based reporting tool, Kio, deployed to over 750 employees across Europe
- EMIR was a major factor in returning the company to profit in 2003 and in setting new profit records in the next six years (aggregate underwriting losses of \$520m being transformed to profits of \$850m)

1999 Head of Strategy and Governance – European IT / Operations

Promoted to form an IT / operations strategy and establish a European IT governance / prioritisation process.

- Led work to shape a European IT and Operations strategy responsive to business needs
- Established service and staff productivity standards across all European business units
- Restored the reputation of IT in Europe following previous delivery problems

CHUBB INSURANCE COMPANY OF EUROPE – *continued*

1996-99 Head of European Financial Systems

Head-hunted to build a new European financial system and subsequently to join the senior management team of the merged IT, Finance and Operations departments.

- Rigorously defined the European financial system's requirements and functionality
- Undertook search for an external system provider following failure of an in-house project

1988-1996 CEDAR DATA Plc – *Turnover: £12m. UK-based, international software house.*

1994-96 Head of Product Strategy / Assistant to the Managing Director

Promoted to provide support to the MD in preparation for a Board-level role.

- Transformed the company's main product to meet technology advances and market trends
- Ran the organisation's user group and took a lead role in consulting and sales

1992-94 Head of Development

Promoted to be responsible for the development and support of the company's products.

- Implemented projects for major clients including BOC, BP Chemicals, Bristol Water, Cellnet, Churchill Insurance, Inmarsat, NEC, Orange, SAPPI and the UK Atomic Energy Authority

1989-92 Development Team Leader

1988-89 Analyst/Programmer

Academic Qualifications

University

- MSc Pure Mathematics – University of London / Diploma of Imperial College
- BSc Mathematics – Imperial College London / Associate of the Royal College of Science

Secondary

- A-Level: Chemistry, Further Mathematics, Mathematics, Physics
- O-Level: Biology, Chemistry, Computer Science, English Language, English Literature, Geography, History, Latin, Mathematics, Mathematics A/O, Physics

Main Professional Courses

- Senior Leadership Development Seminar (14-month duration) – Chubb
- Zone Officer's Accountability Council (12-month duration) – Chubb

Other

- Nationality: British

Interests

- Rock climbing and bouldering – member of The British Mountaineering Council, author of a number of articles published in the UK climbing press and have climbed all over the world
- Cricket and Rugby Union
- Science and mathematics
- Public speaking and blogging on topics in business, technology and change