

Andrew Emm ACA

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Graduate Chartered Accountant. Problem solver. Wide commercial experience. Achievements based on quick grasp of the strategic goals as well as the detailed operational issues through close involvement with staff at all levels and in all functions. Strengths in data, process & commercial analysis; managing transactional depts.

Jan 05 - Aug 05

Interim Billing Manager, Division of blue chip utility

Business: Asset Management Divisional Turnover £400m

- Responsible for billing department during manager's secondment
- Systems investigation, data analysis and commercial resolution of £1m process deficiency
- P&L forecast modelling & presentation

Dec 04 - Date

Director Start Yesterday Ltd (formed Dec 04)

Business: Interim Management Details: www.start-yesterday.co.uk

00 - Dec 04

Financial Controller, Lex Transfleet Ltd (part of RAC Plc)

Business: Commercial Vehicle Contract Hire & Fleet Mngt Turnover £150m, 1400 Employees

- Responsible for 3 sections: Financial Accounting; Payables; Billing & Vehicle Admin
- Developed strong financial control regime as verified by 3 sets of internal/external auditors
- Gained Company Values Award in 2003 for consistently high performance in risk management
- Managed integration of job costing systems and staff at newly acquired Heathrow workshops
- Designed high volume billing routine to satisfy demands of British Airways operations managers
- Managed financial aspects of subsidiary disposal; successfully constructed defence against subsequent legal claim
- Developed electronic data input methods for high volume suppliers
- Commercial input into major telecoms & equipment leasing contracts
- Successfully avoided VAT Assessment through data analysis and argument
- Developed gearing/shareholders funds analysis to quantify appropriate lease borrowings levels
- Performed activity analysis of business processes to enable benchmarking exercise
- Specified various systems enhancements to reduce staff costs and improve performance
- Interrogated & analysed 8 years of systems data to justify retrospective billing of major fleet
- Specified document scanning application to avoid significant paper handling costs
- Challenged thinking on application of accounting standards

97 - 00

Finance Manager, Motor World Ltd (part of Finelist PLC)

Business: Car Components & Leisure Retailer. Turnover £70m, 400 Branches

- Responsible for monthly accounts reporting & co-ordination of annual budget process (5 staff)
- Developed analysis methods to identify and reduce shrinkage losses
- Modelled new store developments & closures

- Development of Point-Of-Sale IT system to control non-standard stock sales
- Ad hoc performance analysis reports to FD & Board. Statutory accounts
- Managed integration of 2 newly acquired retail chains into the business
- Cut month-end process by 50%
- Promoted use of IT system & Excel to support Operational Management's focus on performance

93 - 97

Development / Project Manager, LucasVarity plc - International HQ

Business: Global Automotive & Aerospace technology supplier. Turnover £4bn, 45000 Employees

- Responsible for promoting Best Practice business processes and for cross-fertilising the collective experience of the group's 200 Finance Directors and Managers
- Identified £1m savings potential by use of benchmarking at our 60 European & US operations
- Introduced group-wide Investment Appraisal Scheme. Developed Windows software tool to reduce financial risks by greater use of sensitivity analysis by project staff
- Specific projects for plc's FD
- Persuaded £150m subsidiary to change direction over major systems introduction to speed its implementation
- Shaped the content of the Group's international 2 day finance conference

89 - 93

Finance Manager, Lucas Yuasa Batteries Ltd

Business: Manufacturer & distributor of batteries for most UK vehicle builders & the aftermarket. Free standing 50/50 Joint Venture company, Turnover £30m, 500 Employees

- Executive team member reporting to General Manager (MD)
- Responsible for full Finance & IT functions
- Company Secretary. Supported shareholders' Board Meetings (UK/ Japanese)
- Protected prices and guided negotiations with customers in open-book accounting relationships
- Initiated company-wide culture change to adopt Continuous Improvement methodologies
- Designed training approach for factory team leaders
- Improved margins substantially through persuasive use of customer profitability analyses
- Shaped implementation of new business wide systems (BPCS/AS400)
- Overcame sensitive employee issues surrounding restructuring of pension scheme

83 - 89

Commercial Manager, Lucas Kienzle Ltd

Business: Commercial vehicle factored products & services. Tachograph remanufacturing Individualistic, Joint Venture company, Turnover £12m, 125 Employees

- Executive team member reporting to General Manager (MD)
- Responsible for 34 employees :
 - Customer Order Liaison
 - Warehouse Operations
 - Stock Planning
 - Finance
 - IT plus site services and personnel matters.
- Company Secretary. Supported shareholders' Board Meetings (UK/ German)

- Improved stock level performance and order fulfilment
- Supported make-in /buy-out component re-sourcing initiative
- Successfully introduced new IT systems
- Input into process redesign of remanufacturing facility
- Minimised currency exposure on imported product

80 - 83

Project Accountant

Lucas Electrical - Overseas Division

- Co-ordinated modelling and presentation of feasibility studies for new overseas ventures
- Assisted Business Development Managers with fact finding and preliminary negotiations
- Worked in Mexico (4 weeks) and India (2 weeks) during project phases
- Programmed general purpose modelling tool in APL
- Seconded to South African battery factory (3 months) as interim Finance Manager

74 - 80

Audit Supervisor (joined as Junior) Touche Ross & Co Chartered Accountants

- Acquired variety of business systems diagnostic skills
- Gained insight into wide range of businesses whilst undertaking audits
- Operated in commercial contexts on insolvency assignments

Personal

Chartered Accountant 1979
 BSc (Maths) - Nottingham University
 4 "A" Levels, 7 "O" Levels

Other leadership/ development roles include:

Church Steward	- Assist in oversight & development of local church	
Circuit Steward	- Input into the development of 8 Methodist Churches in the circuit's area	00 - 04
Leader	- Cub Scout Section	96 -
Group Leader	- responsible for lively Scout & Guide Group (175 young people & leaders)	93 - 96

DOB 16/12/52 Married, 2 children Good Health Car driver