



GARY CARTER

SMALL BUSINESS EXEC



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South Wales

SUMMARY

Entrepreneurial and driven operations exec, building businesses in operational leadership roles across consulting, IT and FinTech sectors in start-up and scale-up companies for 15 years.

Skilled at working in fast moving, high growth environments with proven record of leading change that drives efficiency and profitability.

A start-up enthusiast with consistent record of developing operational systems and processes that deliver revenue growth, cost containment and margin improvements.

Builds, leads and nurtures high performing teams, transforming individuals into top performers.

Demonstrable experience leading complex strategic projects and managing organisational change and also enjoys getting sleeves rolled up managing the day to day.

EXPERIENCE

OPERATIONS EXECUTIVE / BOARD ADVISOR

Various | July 2017 - Present

Working with start-up and scale-up companies, in interim and fractional roles, providing mentoring and operational support to founders and their boards.

- Provision of fractional (part time) operational executive capability to firms in the tech and consulting sectors
- Advisor to start-ups in the tech sector. Development of strategies for business planning, revenue generation, budgeting, funding, marketing, branding and launch
- Leading on operational matters; operating model development, forecasting and financial modelling, recruiting key personnel, market analysis, setting up legal frameworks, contract support and operating process/ procedure development
- Execution of marketing, website and business effectiveness reviews, finding opportunities for businesses to grow

CHIEF OPERATING OFFICER / CO-FOUNDER

Axis-Z | March 2021 - May 2022

B2C Fintech start-up joining the dots between the financial trading world and the up-and-coming virtual reality sector, creating a new online platform for a new generation of traders.

- Headed up design and implementation of policies, procedures and operational processes to support product development, customer acquisition, launch and seed investment round
- Developing key partnerships to navigate highly complex technology and regulatory requirements
- Removing roadblocks to keep the plan on track; resolving issues in resourcing, technology and product-market fit

DIRECTOR

Ernst & Young | August 2015 - July 2017

EY is a global leader in assurance and consulting services. Joined EY when they acquired Integrc.

- Owned the integration of operations, team and clients into Ernst & Young post acquisition, ensuring team stayed engaged and motivated. Retained 95% of team after 1 year and 85% after 2 years, beating target
- Led integration of assets and IP into Ernst & Young globally, leading a change management programme enabling \$22m of revenue in the first 2 years following acquisition
- Operational management of UK consulting practice of ~35 high performing team members. Managed client relationships, people development and resource management so delivering optimal P&L performance and use of resources
- Business development for contracts ranging from \$50k to \$10m and project management of client projects

CLICK [HERE](#) FOR MORE DIRECTOR OF OPERATIONS EXPERIENCE ON PAGE 2

GARY CARTER

KEY SKILLS

- Exceptionally well organised, logical, analytical and loves getting into the detail; someone that gets things done
- Works at pace and focused on delivering best outcomes for clients, for people and for the P&L
- Very strong working in unstructured ambiguous environments
- An effective board level contributor, demonstrating exceptional communication skills and experience managing stakeholders of all levels
- Instinctively knows where to focus time when there are competing priorities
- Works cross functionally across all operations touchpoints; financial control, marketing, supply chain, HR, legal, commercial and business development
- Sound judgement under pressure
- Strategic and organised: develops long term plans and strategies whilst bringing sense and order to the day-to-day
- Analysis & problem solving: a logical thinker and committed to understanding client, colleague and business requirements to deliver the right solution
- Attention to detail: leaving no stone unturned in the search for excellence
- Team building: getting the most out of people and resources available through empowering, motivating and developing individuals and teams to be as good as they can be

EDUCATION

UNIVERSITY OF GLAMORGAN
BA (Hons) Business Studies 2:1 (1997)

EXPERIENCE (CONTINUED)

DIRECTOR OF OPERATIONS

Integrac Ltd | January 2012 - July 2015

B2B tech management consulting scale-up, specialist in technology implementation formed when su53 Solutions was merged with a Dutch firm. The merger formed the world's largest team of SAP cyber security specialists.

- Accountable for overall running and performance of UK operating company (operations, revenue, profitability, people and clients) with P&L of circa \$7m
- On executive board as Group Operations Director providing operational leadership across the group with remit for ensuring effectiveness of merger and driving up margins, growing headcount on average 36% per year
- Led strategic projects which increased project margins by 20% and enabled client projects to be completed on average 37% quicker, winning industry awards 3 years in a row
- Implemented automation, workflow, processes and methodologies that negated the need to hire external PMO resources for large client projects, reducing resourcing costs on average by \$52k per project
- Develop and strengthen the business in key areas to optimise sale value, increasing valuation by around 10%

DIRECTOR OF OPERATIONS, CO-FOUNDER

su53 Solutions Ltd | March 2006 - December 2011

B2B consultancy start-up providing innovative solutions in the effective and safe management of risk related to SAP systems.

- Co-founder of market leading boutique consulting business. Grew headcount on average 51% per year
- Definition of processes and procedures, methodologies and operating model, designed with high growth in mind
- Operational running of the business, accountable for budgets, people, clients. Recruited and developed a team of specialists that became the best in the world at what they did
- Initiated a change project that enabled charge out rates to be increased by 15%
- Set up innovative near shore support centre to serve clients at low cost, reducing support costs by over 65%
- Design and set up key performance indicators to track monthly financial and operational performance

MANAGEMENT CONSULTANT

Various | September 1997 - February 2006

Cyber security and risk management consulting for blue chip clients

- Technical implementation of cyber security solutions for clients that run SAP software
- Project management of cyber projects around the world
- Business analysis and managing stakeholders to gather requirements and design appropriate solutions