

# Karen Mitchell

Alpine Ridge  
48 Haw Lane  
Bledlow Ridge  
Bucks. HP14 4JJ

Office Tel: 01494 759741  
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## PERSONAL PROFILE

A commercially focused business leader; with a track record of developing and delivering marketing and customer experience strategies, operational improvement programmes and organisational changes to UK Public and Global Private sector. Results orientated and the ability to turn strategy into action, delivering tangible business benefits. Excellent communications and programme management skills used to generate practical solutions which balance the needs of the customer, employees and business to achieve successful results.

## KEY EXPERIENCE:

**Transformation and Business Improvements** – ability to identify underlying root causes from a range of complex information and via stakeholder engagement initiate and deliver operational business improvements, including cost saving plans, outsourcing, acquisition management and customer satisfaction.

**Business process and modelling-** experienced in designing and implementing operating and business organisation models, undertaken business process reviews developed business process maps for key functions.

**Managing Organisation and Culture Change** – Ability to engage with all organisational levels to understand the business culture. Successfully designing target culture models and implementing culture and behaviour change initiatives as well as managing re-organisation programmes to improve organisational effectiveness.

**Marketing Strategy and Campaign Implementation** – qualified Chartered Marketing professional with a track record of developing customer propositions, brand awareness and sales generating campaigns.

**Customer Experience** – Experience of leading global customer service teams and delivering global customer satisfaction improvement programmes.

**Operations Management** - track report in preparing executive level reports, business plans, sales forecasting, strategic plans and developing and implementing actions plans to deliver operational effectiveness.

**Programme Management** – Experience of constructing programme design and management (PMO) as well as and implementation structures with a strong leadership focus on delivery to objectives, time and budget.

**Leadership Development** – designed and facilitated bespoke development training course, plus a wide experience of leading direct, cross-functional and virtual teams to achieve successful results.

## CAREER SUMMARY

### Karen Mitchell Ltd

JAN 08 – PRESENT

Established my own company, carrying out interim and consultancy based assignments. Focus on developing and delivering operations, marketing and customer transformation improvement programmes using Prince 2, AIM change management and Six Sigma methodology. Clients include:

### **NHS- Blood & Transplant – Programme Manager**

(Feb – Dec 2009)

Reported to the Deputy Director of Blood Donation, the objective was to develop a programme of organisational improvements to enable substantial cost savings for the National Blood Service by March 2012. Achievements inc.:

- Built key stakeholder relationships to gain a thorough understanding of the business requirements
- Documented the programme brief and gained Executive Board Level approval for the change programme
- Design, implement and managed the programme governance and assurance (PMO for 10 projects, approx 20 Executives, Managers and external consultants)
- Using the OJEU process scoped and managed the tender and selection for the analysis phase
- Led an in-depth organisation and financial analysis of Blood Donations to develop and design an organisation structure, operating model and associated cost savings programme to deliver the required cost savings on time.
- Developed a phased implementation programme and budget to deliver the saving and programme of work
- Prepared and presented project concepts, business cases, project plans and PID gaining approval to implement a staff bank, and undertake a core skills and responsibilities review.

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- Led the implementation of Business Development and Team Doctors new organisation structure to NHS Agenda for Change standards, including full consultation and new appointment process, resulting in major cost savings and improved productivity
- Developed a training programme for operations and planning optimisation
- Led the delivery and design of an optimised collection programme for Blood Collections using business modelling techniques, resulting in substantial staff reductions.
- Led a financial review of the non-pay costs and determined key savings and budget allocations
- Managed the communication to all key stakeholders, staff committees via intranet, publications and events.
- Provided coaching and mentoring to new managers within Blood Donations
- Working with the Assistant Directors commenced a process review of the core collection processes to determine further operational and financial efficiencies.

## **Vodafone – Ghana Telecom – Business Transformation Consultant** (Sept – Dec 2008)

Reporting to the Vodafone Transformation Director, the objective was to design and implement a target operating model for the wholesale business by Jan 2009. Achievements include:

- Set up of National Communications Backbone Co. Offices, structure and appointed team
- Met all existing clients and developed the operations transfer with Vodafone Ghana to provide continued service
- Data gathering and analysis of Vodafone Ghana processes to develop the outsourced operating model
- Developed and gained approval of Business case for new business model
- Set up all internal agreements for outsourcing NCBC support functions to Vodafone Ghana (HR, Finance, Operations)

## **Eurostar – Business Improvement Consultant** (May-July 2008)

Reporting to the Head of Loyalty, the objective of the project was to enable Eurostar to better understand and map the processes in the running and maintenance of the Eurostar Frequent Traveller (EFT) programme, providing recommendations of more efficient ways of working and areas of reducing risk/wasted time. Achievements include:

- Designed and implement the analysis phase which included questionnaires, interviews, work shadowing, focus groups and mystery shopping within all customer facing functions of Eurostar
- Using Six Sigma techniques carried out a root cause and impact and gap analysis
- Identified the core processes and developed a core process model and business process maps for all core and sub processes
- Using the impact/gap analysis and business process mapping identified improvements to the overall loyalty programme which the client accepted and implemented

## **BT Retail – Marketing Consultant** (Feb- April 2008)

Reporting to the General Manager, BT Business, this project was to understand the products of two acquired companies and develop a propositions framework to develop the IT Services market for BT Business. A second project was to design a marketing campaign to educate and enable the sales force on these propositions.

Achievements include:

- Designed and established a new marketing propositions framework for all existing and new products
- Led the transition and alignment of the 2 subsidiaries Marketing, PR and Propositions into mainstream BT

## **Haringey Council – Change Management Consultant** (Feb-Mar 2008)

Reporting to the Haringey Children and Young People's Service Director, the objective of the project was to design and deliver a "change tools" training programme to enable the integration of staff into their new organisation.

Achievements include:

- Designed and delivered the training package to 55 Haringey Community officers receiving a 95% excellence rating

## **HBOS – Leadership Development Consultant** (Jan-Feb 2008)

Reporting to the Organisation Development Director, the objective was to deliver an event which enabled attendees to understand their leadership style and how to use this to lead high performing teams. Achievements include:

- Led the customer and behavioural leadership training both classroom and outdoor exercises, 100% satisfaction rating from the first line manager groups

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## **BT Global Services**

JULY 1998 – OCT 2007

### **Chief Operating Officer** -*Equivalent to Transformation & Business Improvement Director*

(Nov 2006 – Oct 2007)

Reporting to President of Global Financial Services (ICT Outsourcing services to 50 of the world's largest financial organisations); I was responsible for the business improvement strategy, business plans, operational effectiveness and customer satisfaction. Achievements include:

- Develop and lead the business improvement strategy for GFS, set up of multi-million pound global sourcing contract
- Manage a 14 part transformation programme and £2m budget for integrating 3 businesses integrating into BT.
- Own and deliver the business planning, analysis and reporting for GFS- delivering monthly sales and profit forecasts
- Lead the customer experience improvement programme improving customer satisfaction by 6%

### **Customer Experience Director**

(Sept 2005 – Nov 2006)

Reporting to President of Global-UK Operations (ICT to 4,500 Global UK organisations), responsible for the customer satisfaction improvement programme for all sectors. Achievement includes:

- Developed a business improvement model across service, billing and sales to improve the overall customer experience, improvement of 6% satisfaction and reduced dissatisfaction by 7%
- Developed a customer engagement programme and following a full audit a new survey methodology

### **My Customer, Programme Director**

(Sept 2003- Sept 2005)

Reporting to the Director of Customer Service for all BT Global Customers, the objective of this role was to design and execute a programme to meet the BT strategic objective of relentless focus on customer satisfaction.

Achievements include:

- Develop, design and delivery of Pan-BT Customer Service, Business and Culture Change Transformation Programme involving the delivery of over 600 1day workshops rolled to over 11,000 staff receiving a 98% satisfaction score
- Working closely with OD and HR developed the target culture model for the Customer Service Organisation and designed and implemented a Change Agents programme of over 80 Agents of Change as the ambassadors of change
- Leading the "my customer" programme for BTGS and member of Pan-BT programme steering group who set up the BT Service Promise, a company wider competition "Challenge Cup"

### **Head of Propositions and Campaigns** - *Equivalent to Marketing Director*

(July 1999 -Sept 2003)

Reporting to the President of Global Marketing the objective was to design customer led propositions and create sales generating campaigns. Achievements include:

- Design and delivery of ICT propositions and global marketing campaigns, including the service strategy & propositions to drive revenue and the BT position in the ICT market place. Generating sales order of over £300m
- Research, Design and Delivery of new propositions for IP, eCRM, Ebusiness, Mobility, Security, owning proposition process to concept to launch. Initiator of BT Global ICT Proposition framework and B2B Advertising campaign
- Responsible for creating and leading virtual teams to deliver the business and marketing strategy for Outsourcing, CRM and Business Continuity.
- Ambassador leading these new areas into the external market place, including client and industry events
- Member of the management team leading marketing for the ICT business units, leading a team of 23.

### **Marketing Manager -BT Consulting**

(July 1998 – July 1999)

Reporting to the President of BT Consulting; responsible for the full marketing mix to promote the consultancy solutions within and outside of BT, including re-branding and name change.

## **GN Comtext Limited**

MAR 1991 – JUNE 1998

### **Strategy and International Marketing Operations Manager**

(Jan 1994- July 1998)

Reporting to the Marketing Director; responsible for a team of 7 and a budget of £1.5m provide pricing strategy, promotions and full marketing programme management for all products and services in 45 offices world-wide and third party suppliers.

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## **General Manager of GN Switzerland**

(Sept 1997 – Jan 1998)

This was a secondment reporting to the CEO holding full P&L responsibility for the acquired £4m fax business, including the management of 17 staff in two locations. Achieved the integration of the business processes and provided a comprehensive plan to fully integrate all functions into the GNC structure as well as achieving cost reductions, within the 4 month secondment in Switzerland.

## **Product Manager - GN Comtext**

(Jan 1992- Jan 1994)

## **Marketing Assistant – GN Comtext**

(Mar 1991- Jan 992)

## **Media Research Executive - British Satellite Broadcasting**

(Mar 1990 –Mar 1991)

## **Customer Service Operator – BT Retail**

(Sept 1989 – Mar 1990)

### **KEY QUALIFICATIONS:**

Msc. Business in Telecommunications

- Distinction, UCL (2001)

Diploma in Marketing (Chartered Marketing Status)

- Distinction, CIM (1997)

BA(Hons.) Business Studies

- Upper Second, Trent University (1989)