



Profile Summary

- FCA Qualified Deloitte trained CFO with a proven record in technology and SaaS sectors primarily.
- Successful sale of SaaS business to private equity in 2021. Led the transaction financially and legally. Delivered a significant improvement in the business' trading & positioning, realising sale value +30% of target.
- Expansion of Technology business through successful management of larger, more complex bids and major growth in international software business (APAC & US)
- Strategic rebuild of Technology business – successful trade sale, start-up modelling and clarified strategy.
- Significant improvement in the financial position of underperforming Technology group: £1.2m (30%) cash injection, £1m net reduction in costs. This gave the Group headroom for growth.

Education

- 2011 – Fellowship (FCA), ICAEW
- 2000 – Chartered Accountant (ACA), ICAEW. (First time passes, trained with Deloitte Audit)
- 1997 - BSc (Hons) Business & Management, Kings College London

Experience

Aug 2022

Chief Financial Officer

£15m t/o SaaS

Sep 2019

- Successful sale to a private equity investor, who also own a competitor that became the parent company following acquisition. Led the due diligence endeavour and the legal aspects of the transaction.
- Record level of revenue/profit in second and third years of appointment, following major financial/strategic review in the early part of tenure. 20%+ revenue growth in both years.
- Partnered CEO in introducing cultural change, corporate values, and communications to increase engagement and improve the business' attractiveness to new joiners. Very well received by the business.
- Rebuilt the Finance team, to create coherent structure, meaningful roles, and development plans.
- Led integration (to new parent & incorporating UK group entities) for UK Finance, including implementing a new finance & project management system and outsourcing transactional Finance to a FaaS partner.

May 2018

Chief Financial Officer

£15m t/o Software & Consultancy

Sep 2017

- CFO required to partner entrepreneurial CEO/Owner in evaluating the Group's businesses and driving action.
- Led successful trade sale of a group subsidiary to international buyer.
- Built financial/business model for start-up business, partnered CEO in defining the proposition.
- Delivered renewal of largest customer contract (≈1/3 of Group revenue) preserving margin and cashflow.
- Re-scoped business' pricing model and associated commercial terms, boosting profitability, and reducing risk.

June 2017

Chief Financial Officer

£30m t/o Technology

June 2014

- Delivered major cash injection - sale of non-core investment & revised tax claim, increased cash by 30%.
- Supporting significant growth in software business – sales increased by 40% over 2 years.
- Increased profitability of business park - record profits in three successive years.
- Led review of international governance. Delivered stronger controls and improved reporting reducing risk and cost.



Contact me directly for more information or to book an interview

Ross Bull

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Feb 2014

- Led cost reduction initiative, reducing annual costs by £1 m in the first year.
- Instigated a re-tendering of auditors, managed the tender process & successfully on-boarded new auditors.

Finance Director

£25m t/o Technology

Oct 2010

- Led profitability review - 2% increase in gross margin over 12 months through proactive contract/cost management. Used the lessons learned to improve competitiveness in bidding & pricing.
- Reduced head office overheads by £250k (20%) by removing/reducing unnecessary administrative process.
- Orientated the business to a cash focus. Increased cash by 33% in first quarter of appointment.
- Instigated move to cloud-based IT and hardware replacement. Costs reduced by 25% and improved service level. Maintained compliance with UK MOD/GCHQ security requirements.
- Implemented PMO (Project Management Office) by centralising project management support and standardising process. Business gained efficiency, agility and quality. Delivery consultants could focus on client work and new bids.
- Major accounting misstatement and IT failure prior to appointment – addressed the underlying problems in process, technology, and behaviours across the business.

Oct 2010

Group Financial Controller

£40m t/o Technology

Jan 2007

- Improved finance team performance from transactional to partnering – e.g., decreased month end by 3 days, introduced KPI dashboard, a reliable rolling cash forecast and bidding support.
- Led Financial Due Diligence of (successful) acquisition.
- Standardised software pricing, improving margins and efficiency.
- Supported business's entry overseas - currency risk management, banking facilities and trading registrations.
- Major treasury responsibility - managing 15+ currencies and challenging cash position (highly seasonal business).

Dec 2006

Commercial Finance Director

£100m t/o Facilities

Jan 2004

- Improved financial & legal aspects of bidding: standard cost model, training for operations team, introduced finance business partner role. Profitability was much better understood and controlled.
- Introduced improved forecasting/budgeting tool and updated KPIs, which improved management decision-making.
- Business grew from £60m to £100m revenue: preserved commercial controls and bid quality during this time.

Dec 2003

Financial Controller

Mar 2003

- Complex FTSE Group reporting with tight deadlines - upgraded accounting system to improve timeliness/quality.
- Delivered department restructuring program, saving 15% staff costs but preserving service/quality.
- Lead role for successful IFRS implementation.

Feb 2003

Finance Projects Team

Retail

Jan 2001

Finance Projects Team: integration of two acquisitions

- Team member on implementation of ERP systems for both acquisitions.



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- Post-acquisition due diligence and internal audit duties.
- Supported extensive restructuring/cost reduction programme.

Dec 2000

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July 2000

-

Sep 1997



Assistant Manager, Audit & Assurance

Deloitte

Audit Associate

Deloitte



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