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Chief Executive Officer / Managing Director

- Creates innovative growth strategies & increases commercial value & ROI that engages investors
 - Drives continuous change in structures, operating models & systems to transform financial performance
 - Cultivates partnerships to deliver new products & revenue streams in both core & new markets
 - Energised leader who develops the team & embeds a business-winning culture
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CAREER SUMMARY

TalkTalk	Strategic Advisor / Head of TV	2022 - date
Freesat	Chief Executive Officer	2015 - 2021
	Finance Director	2011 - 2014
KPMG	Business Transformation Advisory	2006 - 2011
Parson Consulting	Consultant (CFO Advisory)	2004 - 2006
Sky	Financial Analyst	1999 - 2004

BUSINESS EXPERIENCE

TalkTalk **Strategic Advisor / Head of TV** **Jan 2022 - date**

UK based telecommunications business with c 4.2m customers & revenues of c £1.5bn.

Headhunted with a remit to support the launch of a new TV device that was behind schedule:

- Stabilised the Android TV project by negotiating a key supplier contract, improved the governance structure to accelerate the project & developed an operational readiness plan to transition from project to BAU.
 - Raised the project's profile & increased support by establishing a Go to Market strategy for the next 3 years
 - Worked with the team to improve understanding of how Android TV fits within the consumer business & can support the "Fibre to the Premise" (FTTP) ambitions.
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Freesat **Chief Executive Officer** **Jan 2015 - Jul 2021**

UK based Free to Air Satellite television company in c 2m UK homes.

Appointed to CEO to grow the business, increase value/ROI & generate new revenue streams.

Key Achievements:

- **Transformation from reliance on Shareholder funding to a profitable & dynamic business**
 - Grew revenues from £7m pa to >£22m over 6 years, reversing a loss of £6.3m in 2014 to a Profit After Tax of £2.7m in 2021 (CAGR of 18%).
 - Managed investor relationships to support my bold ideas. Built & executed a new vision & strategy that increased core revenues & created new revenue streams with an improved operating model.
 - Changed the charging policy for the core revenue stream leading to an increase of 40% in total revenue.
 - Established a financial contribution from a Set Top Box partner where revenues had not previously paid.
 - Created an international B2B division & won contracts with 2 organisations (RTE, Ireland/Cellnex, Spain) that generated positive contributions in the project phase & created an annuity revenue model.
 - Developed an innovative new revenue stream based on the customer data Freesat captured with the potential for further growth & diversification over time.
- **Created a vertically integrated business that maintained share in a highly competitive environment**
 - Maintained a platform over c 2m homes (6% of UK market) during a period of exponential growth in better funded TV platforms & streaming services with competitors rising from 7 to over 16.
 - Developed new generation of Set Top Boxes, supply chain, warehousing, & commercial agreements within a year whilst maintaining the highest customer satisfaction & advocacy of any TV platform (92%).
 - Established ESG processes to improve the end-to-end approach for the next generation of Set Top Boxes.

- **Built effective partnerships to further Freesat's opportunities & success**
 - Transformed relationships with retail partners (Dixons, Argos, Amazon & John Lewis) to improve margins.
 - Developed e-commerce capability to increase strength of relationship with end customer.
 - Led negotiations with global Consumer Electronic & Content companies to improve Freesat's content offering & hardware (Netflix, Amazon, Google, LG, Samsung & Sony).
- **Developed a highly effective Management Team with energy & commercial focus**
 - Attracted, developed & retained a talented & diverse team to improve skills, capability & succession.
 - Created a growth & winning mindset/culture, built on trust accountability & performance.

Freesat **Finance Director** **Jul 2011 - Dec 2014**

Broad remit covering Finance, Legal, Company Secretariat, HR, Strategy, Content & Infrastructure.

Key Achievements:

- **Finance team transformation**
 - Introduced new reporting structure & an improved MI pack, including project P&Ls & cash flow analysis.
 - Increased the speed of Month End cycle from 2 weeks to 4 days.
 - Developed a new end-to-end Business Planning process to better manage Freesat's cash.
- **Business performance improvement**
 - Created a Technical Projects Team with clear governance & reporting to improve project capability.
 - Restructured the legal function & resolved several disputes including a £4m claim from a key supplier.
 - Changed the Content Team talent, remit & processes to improve pipeline & account management.

KPMG **Business Transformation Advisory Manager** **May 2006 - Jul 2011**

Global professional services organisation. The UK firm's revenues are c £2.4bn with 16,000 employees.

Led FTSE CFOs clients' projects successfully managed/delivered multiple challenging projects, surpassing revenue & utilisation targets every year.

- Managed consolidated of finance functions across France, Germany, & UK into a single UK team with one Chart of Accounts, harmonised finance processes & a single ERP instance of Oracle for AOL.
- Led a post-acquisition Finance integration project for Arqiva who had bought National Grid Wireless. Devised a comprehensive plan & business case to generate synergies quickly with minimal culture impact.
- Developed the finance visions & strategies for Liberty International Ltd, Jaguar Land Rover & Delphi (based in France). Created driver maps, future operating models, high level processes & roadmaps for change.
- Worked on an internal project for KPMG Global to understand its current market position & develop an ambitious strategy to improve its ranking amongst the Big Four. I led the Financial Services workstream.
- Led projects for ABB & SAB Miller (Switzerland & SA) re foreign exchange & hedging strategies.

Parson Consulting **CFO Advisory Practice Consultant** **Jul 2004 - May 2006**

Worked on & managed a range of complex projects for clients in several territories focussed on advising CFOs.

- Developed the Working Capital Model & Report for Acertec who were seeking an AIM listing.
- Provided commercial & pricing strategy support to UK hospitals for a Department of Health Procurement.
- Seconded to Shell Chemicals as Financial Controller. Directed staff in UK, India & USA.
- Led BPO review & improvement projects for British American Tobacco, Tomkins (USA) & Barclays Bank plc.

Sky (BSkyB PLC) **Financial Analyst** **1999 - 2004**

River Island **Trainee Management Accountant** **1997 - 1999**

QUALIFICATIONS & APPOINTMENTS

Chartered Institute of Management Accountants (CIMA), 2003

BA(Hons) English Literature, University of Durham

Non-Executive Director & Member of Finance & Oversight Committee
Ormiston Academies Trust