

Brendan Kelly

Home

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Profile

Experienced strategy and operations consultant with a strong track-record of delivering exceptional results and transformative change across multiple industries and functions. With more than 10 years experience in senior roles in management consultancy and banking, building on an early career in law and public affairs, my leadership approach is intellectually rigorous but pragmatic and allows people and organisations to realise their full potential. Extensive international experience of working with multi-cultural teams and fostering collaboration in large complex organisations.

Experience

2019-date

Self-employed freelance management consultant

Confidential (Zurich), May – Dec 2019

Led 10 client team members to develop a new five year strategy for the Flavour division of the global leader in the Flavour & Fragrances industry to grow annual sales from CHF 3bn to >CHF 5bn in the next five years. My role encompasses full end-to-end ownership for the project including driving the problem solving and analysis, project management, and stakeholder management

Confidential (London/Dublin), Jan -March 2019

Worked with a boutique consultancy to support their general insurance client to design and set-up a claims transformation programme. My role was to lead the set-up of the PMO including programme governance, management of their relationship with an external IT vendor, and definition of business cases and related budgets

2016 – 2019

Credit Suisse AG, Zurich, Switzerland

Director, Head of Strategy, IWM Europe

I led the team (5-6 FTE) that supports the leadership of the European private banking and wealth management business. My key areas of responsibility and recent achievements include:

Strategy development

- Developed strategic turnaround plans for our French and Singapore teams that delivered double-digit growth after more than 5 years of decline. Scope included client segmentation, sales coverage model, product offering rationalisation, and pricing
- Represented the interests of Europe during a due-diligence process on a potential CHF250m M&A target
- Ownership of on-going reviews of our target operating model including location foot-print, IT platforms, and go to market strategies

Strategic planning

- Streamlined the annual objective and target setting process for Europe including redesign of Quarterly Performance Reviews and year-end evaluations to improve focus on KPIs and forward looking indicators
- Developed and maintained the multi-year financial forecasting model for the business
- Preparation of annual strategic planning off-site

Change Management

- Designed and led the transformation of our approach to managing cross-border risk and market access restrictions including roll-out of new governance, management information, controls, and training programs
- Set up and implemented a cost reduction programme that achieved 30% run-rate OPEX savings
- Day-to-day PMO for selected high-priority projects

Cultural transformation and communications

- Designed and rolled-out a comprehensive programme to achieve a step-change in risk culture across our 1200 FTE in approximately 20 locations across Europe
- End-to-end organisation of annual sales conference, town-halls, and CEO roundtables including all logistics and content development
- Ownership of key internal communications platforms including Newsletters, intranet sites, and one-off messages

2014 – 2015

Self-employed freelance management consultant

As a freelance management consultant, I advised leading companies in the UK and Ireland, Europe and the US. Main client engagements included:

Credit Suisse (Zurich/London)

- *Phase I Jan-June 2015*: developed a strategy for the bank's UK private banking business including market sizing, customer segmentation, value proposition design, and the development of operating models and financial plans for the business
- *Phase II June-Dec 2015*: Following the successful completion of Phase I, I was asked to remain with CS to lead the implementation planning and PMO set-up in London. This included all aspects of the implementation including the design of the programme governance and KPIs, sequencing and prioritisation of initiatives, and scoping and securing the necessary project resources

Confidential (global leader in e-commerce) (London/Berlin/Zurich) June –Dec 2014: advised the EMEA strategy team on two topics:

- *Client Experience* – analysed how the business could provide a quicker, cheaper and more consistent delivery experience for customers in the UK and German markets. Work included benchmarking current performance, reviewing competitor offerings, defining strategic choices and developing business cases and implementation plans
- *Consumer-to-consumer growth strategy*– worked with the sales leadership in the UK and DE to estimate the total size of the C2C market in second-hand goods, determine current market share and recent performance, define who their competitors are, and identify threats and potential responses

2010 – 2014

Consultant, McKinsey & Co., 80 Harcourt St., Dublin 2

McKinsey is a \$6 billion management consulting firm with ~15,000 employees in 102 offices worldwide, providing strategic and operational counsel to the top management of diverse global corporations and institutions.

I led McKinsey and client teams serving FTSE 100 clients across a range of sectors with a focus on strategy and organisational change. My role involved managing all aspects of the project including advising senior executives, building and developing the team, leading the problem solving, and managing stakeholder relationships and communications. Some of my key areas of practice included:

Strategy development

- Advised the CEO of the commercial division of a major UK banking group on the development of a new strategy for their mid-corp and SME customers including redesign of client coverage model and value proposition
- Led a team of 4 McKinsey consultants and 5 client team members to develop a comprehensive fact base and a set of strategic options for a leading British NGO regarding the impact of Brexit

Programme management and implementation

- Served as change lead on the implementation of a new risk framework to enable a leading investment bank to conduct a more extensive range of stress tests on its investment banking assets. Coached client team members to achieve project objectives and milestones. Developed and reported on project-specific KPIs and workplans

Customer Experience

- Developed a new Target Operation Model for the European claims division of a major global insurer embedding critical customer requirements at the heart of claims process
- Conducted a thorough customer centric diagnostic of process improvement opportunities in a global banking group across three divisions of the bank employing more than 40,000 FTEs and identified savings of more than £250m p.a.

Operational efficiency and continuous improvement

- Advised the Chief Risk Officer of a UK retail bank on the relative merits of different organisational design options including an analysis of peer best practices, the development of business cases for each option, and the definition of selection criteria
- Advised the marketing division of a multinational FMCG company to identify 20% savings in their £196m trade marketing and promotions budget. Developed and rolled out an improved approach for measuring promotional effectiveness across 50 front-line employees

2005- 2010

Director Financial Services Ireland, Irish Business and Employer's Confederation (IBEC)

IBEC is the largest employers and business organisation in Ireland and provides a range of services including HR advice, information and advice on policy and regulation, and a range of lobbying activities through its sectoral associations.

2003 – 2005

Office of the Attorney General, Dublin 2