

# Chris Fox – Strategy Consultant

Chris C Fox Consulting Limited

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## Profile / Summary

Independent business strategy consultant, helping business leaders to develop and execute evidence-based future-oriented strategies and target operating models for growth and transformation.

30+ years of experience in business, marketing, product and IT strategy in the financial services sector across 2 continents. Former Head of Group Strategy and Branding for a FTSE100 multinational.

Independently minded, self motivated, pragmatic and commercially minded. Value rigour in analysis, discipline in execution and mutual respect and trust in relationships. Driven by curiosity. Provide fresh thinking, objectivity, expertise and capacity. Background in software gives a highly developed sense of what can and should be achieved with technology, including process, digital, automation, data and artificial intelligence (AI).

## Key Skills

- Business, marketing, product, digital and operational strategy
- Strategy development, execution and review
- Target operating model development
- Research and analysis to build evidence bases
- Scenario development
- Option development and evaluation
- Startups, new market entry and growth
- Stakeholder engagement
- Programme establishment and direction
- AI (Machine Learning and Generative AI)
- Digital transformation

## Current Role / Status

2007 to date: Strategy Consultant for Chris C Fox Consulting Limited (see engagements below).

2016 to date: Founder of StratNavApp.com, the collaborative, online and AI-powered platform for business strategy development and execution.

## Engagement Portfolio / Highlights

This list of example assignments completed is neither complete, nor in chronological order:

- Engaged by the recently appointed CEO of a life insurance subsidiary to develop a **new strategy** for the business. It was facing a steep runoff from a rapidly maturing back-book and needed to find **new routes to growth**. Worked closely with CEO and Executive Team. Reviewed and proposed **new products**. Proposed significant changes in **sales** infrastructure and relationships with **marketing** and **operations**, including the use of **machine learning** to unlock a bottleneck in the business. Ended with the **Board approving** a strategy for growth with an **investment cost of £26m and an IRR of 28%**.
- Engaged by the incoming CEO of a £28bn pension fund to develop a **new strategy** for the fund's executive arm. The board was unhappy that key strategic decisions had not been resolved for some years. Tasked with getting a 50%+1 board majority to break the **long-standing deadlock**. Develop a range of **scenarios** and **options** for responding to them, crafted an **evidence-based narrative** and an **interactive board strategy day**. The result was a **unanimous endorsement** of the new strategy.
- Engaged by the distribution director of a life and pensions business to develop a **strategy to enter a new area of the market**. Their existing team had already presented them with various pieces of analysis and proposals. However, they were not comfortable that these accurately reflected emerging trends in the market. **Interviewed the internal stakeholders**, conducted a detailed **desk-based review** and **interviewed a number of market participants**. Presented an **evidence-based analysis and new proposals**. This confirmed that the internal team's work had been out of date and would not have been successful.
- Engaged by the CEO of a life insurance subsidiary because the business was **losing market share**. The parent company's board had **already rejected** the strategy proposed by another consulting firm twice. Developed a more **phased strategy** with **detailed financial plans** and forecasts which **significantly de-risked** the parent board's decision. The board **approved** the new plan. **New business improved by 51%** within the following year.

- Engaged by the recently appointed Chief Product Officer of a technology company serving the financial services sector to work with his Executive Committee colleagues and selected experts across the business to better understand their market and how it was evolving and then to develop a **new Product and Digital Strategy** for the business. Conducted a **detailed review of the market**, developed a **new customer segmentation model**, and a **strategy for transforming** the business from being a software development house to being a SaaS provider in the centre of a strong insurance ecosystem.

## Experience / Engagement Summary

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- 2023: Foresters Financial – New strategy for UK business**  
Developed a complete new business strategy from inception to board approval. Included product strategy, sales and marketing transformation, introduction of machine learning and IT investment. Total investment of £26m with IRR of 28%. Facilitated executive workshops to agree the new strategy. Prepared board proposal and attended board meeting at which it was approved.
- 2022-23: Open GI – Strategy execution support for commercial lines, digital strategy and take-to-market strategy**  
Invited back to help Open GI progress key strategic initiatives from my work a year previously in 3 specific areas. (1) Developed a new strategy for commercial lines strategy. (2) Developed a new commercial model for digital strategy and forecast its impact on financial contribution (revenue less direct costs). (3) Developed a take-to-market strategy for their flagship product.
- 2022: Just Group – Identification of alternative growth strategies**  
Reviewed an underperforming product. Identified how market conditions had moved against the current strategy and operating model, and proposed alternative routes to growth showing potential for 92% improvement in new business. Initiated a fuller Target Operating Model review.
- 2021-22: Open GI – Product and digital strategy development**  
Developed a new product and business strategy, including product structure, customer segmentation and prioritised profit pools, macro-scanning and competitor analysis. Facilitated Executive Team strategy days and workshops with selected key internal resources and external stakeholders. Presented final strategy to Executive Committee and gained approval.
- 2021: HUB Financial Solutions – Business development strategy**  
Developed and articulated the strategy for the business development function.
- 2021: Just Group – Turnaround strategy for DB transfer advice business**  
Reviewed an underperforming business unit and proposed a turnaround strategy.
- 2019-20: Just Group – Workplace distribution strategy for new robo-advice proposition**  
Developed a strategy for entering a new channel. Analysed the channel dynamics, including the main players and the macro-trends at play. Identified, evaluated and prioritised opportunities.
- 2018-19: RPMI Railpen – New strategy development and capability build**  
Developed a new business strategy for this £28bn pension fund from inception to board approval. This included breaking a long-standing deadlock at the board level around the retention and growth of one of the business units. Led the team of 12 internal resources assigned to process. Analysed market trends and organisation capabilities. Conducted stakeholder analysis. Developed, evaluated and prioritised options. Facilitated executive and team workshop. Prepared materials and process for a two-day Board strategy workshop. Developed the Target Operating Model for the client to establish their own internal strategy and execution capability.
- 2019: Redington – Strategy facilitation workshops**  
Facilitated a series of 3 strategy workshops.
- 2017-18: Just Group – New strategy for long-term care funding business**  
Conducted a full review of the long-term care funding market. Identified how the market had shifted and where the opportunities for growth lay. Developed, evaluated, prioritised and sequenced a number of proposals for moving in that direction.
- 2017: Just Group – Programme lead for new direct-to-consumer (D2C) strategy**  
Provide subject matter expertise to a team within the client's innovation unit.
- 2017: Old Mutual plc – Management consultant supporting managed separation**  
Analysed operational, legal and financial dependencies within a cluster of the group's Guernsey businesses in support of the Group's managed separation.
- 2017: Sagacity – Subject matter expert for market entry strategy**  
Advised the client on how to translate their service offering from the utilities to the financial services sector.
- 2015-16: Royal London – Programme director for review of treatment of legacy policyholders**  
Led a programme of work in response to the FCA's regulatory review of the Treatment of Long-standing

Policyholders. Developed a further programme of work to executive committee approval for £25m spend over 5 years to improve operational performance.

**2014-15: Royal London – Turnaround strategy for intermediary protection business**

Developed a turnaround strategy for the intermediary protection business and achieved board approval after a previous attempt had been rejected. New business improved by 51% the following year.

**2013-14: Royal London – Interim Marketing Director**

Led the intermediary marketing division (55 people) through a merger of 3 brands yielding £500k in synergy cost savings.

**2013: Barclays International Wealth – Target Operating Model development**

Developed a new operating model for the international wealth division delivering higher services levels at reduced cost through a process of customer segmentation.

**2012-13: Royal London – Target Operating Model for new division/business line being established**

Developed the target operating model for Royal London's new direct to consumer division.

**2012-13: Royal London – Programme manager for brand strategy**

Led the programme of work which ultimately led to Royal London's new brand identity.

**2012: Family Investments – Reviewed new market entry strategy**

Reviewed Family Investments plan to launch a new direct to consumer digital business.

**2011: Barclays – Developed a prototype for a marketing microsite**

**2009-12: Royal London – Management consultant for development of a consumer online financial planning tool**

Develop concept and co-managed requirements and build process up to point of launch.

**2007-08: Royal London – Interim Head of Corporate Business**

Led Royal London's corporate business proposition and marketing team.

**2007: Royal London – Worksite marketing strategy**

Developed a worksite marketing strategy for Royal London's pension business.

## Prior Working Experience

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**2007-07: F&C Asset Management – Strategy and Planning Manager**

**2001-07: Old Mutual plc – Head of Group Strategy and Branding**

Led the group strategic planning process. Led a number of subsidiaries strategic planning processes. Managed the corporate rebranding. Member of Top 100 Leadership group.

**1999-01: Old Mutual Bank (Cape Town) – Software Development Manager; Programme and Strategy Manager**

**1998-98: D+E Health Benefits (Cape Town) – Software Development Manager**

**1995-98: Norwich Life (Cape Town) – Analyst Programmer; Software Dev Methodologist; Project Manager**

**1992-95: Old Mutual (Cape Town) – Business Analyst**

## Education

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**1998-99: Masters in Business Administration (“MBA”), University of Cape Town**

Awards: Gold Medal for overall performance, Graduated top of class.

Toyota Prize for achieving the highest marks in Manufacturing & Operations.

Warner Lambert Prize for achieving the highest marks in Quantitative Analysis.

**1991-91: Bachelor of Commerce Honours (Information Systems), University of Cape Town**

**1988-90: Bachelor of Commerce (Accounting and Information Systems), University of Cape Town**

## Client Testimonials

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References are verifiable on LinkedIn.

- “Chris proved to be an excellent leader and facilitator of our strategic thinking, working effectively with me and my team, challenging and shaping the insight from the team and developing this into a fact-based, consistent and robust strategy for presentation to the Board.” – Nici Audhlam-Gardiner, CEO of Foresters Financial UK.
- “Chris was perfect for us. His temperament and approach stand him high amongst his peers. Chris was the engine for us as we revamped our product strategy. It was a tight timeline and without Chris's help, drive and smarts we wouldn't have gotten it over the line.” – Ben Legg, Chief Product Offices of Open GI
- “The proof of his effectiveness was that the strategy was well received by the Board and by the Exco. I would certainly work with Chris again in the future.” – Phil Willcock, CEO of RPMI Railpen
- “His work is exceptionally thorough whilst being very broad and thought challenging in its reach. I could not recommend Chris more highly for strategic and other business problem solving assignments, especially those that need a creative and strategic mindset.” – David Cooper, Distribution Director at Just Group