

Chris Fox – Strategy Consultant

Chris C Fox Consulting Limited

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Profile / Summary

Independent business strategy consultant and interim, 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/Digital strategy in the financial services sector across 2 continents. Former Head of Group Strategy and Branding for a FTSE100 multinational.

Key Achievements

- Developed new business strategies from inception to Board approval.
- Facilitated Board and Executive Committee workshops and strategy days.
- Resolved a years-long Board deadlock, achieving unanimous agreement.
- Developed turnaround strategy and secured Board approval where this had previously been rejected.
- Developed business, marketing, take-to-market, product and digital strategies and target operating models for startups, new market entry, transformation, growth and turnaround.
- Established and managed complex change programmes.
- Interim management of divisions undergoing significant change.

Summary of Selected Engagements

For PG Mutual

2024: **Transformation Strategy:** Engage by the CEO to help the organisation understand their priorities and options for transforming the business to enable it to scale and grow (ongoing).

For The Exeter

2024: **Strategy for PMI product:** coached the newly appointed head of PMI proposition into her new role and towards developing a new product strategy. Implemented StratNavApp.com across their PMI and protection product teams.

For WRc

2024: **Coached the CEO** and selected members of the leadership team towards thinking more strategically about business, and on using StratNavApp.com (ongoing).

For Foresters Financial (UK)

2024: **CTF Retention Strategy Discovery:** Invited back to help Foresters to develop and start execution of additional retention strategies for their maturing Child Trust Fund (CTF) book.

2023: **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.

For Open GI

2022-23: **Strategy execution support:** 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.

2021-22: **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.

For Just Group

2022: **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: Business development strategy:** Developed and articulated the strategy for the business development function.
- 2021: Turnaround strategy for DB transfer advice business:** Reviewed an underperforming business unit and proposed a turnaround strategy.
- 2019-20: 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. Interviewed internal and external stakeholders. Identified, evaluated and prioritised opportunities.
- 2017-18: 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: Programme lead for new direct-to-consumer (D2C) strategy:** Provided subject matter expertise to a team within the client's innovation unit.

For RPMI Railpen

- 2018-19: New strategy development:** Developed a new business strategy for this £28bn pension fund from inception to board approval. Broke a long-standing deadlock at the board level around the retention and growth of one of the business units, achieving unanimous support. 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.

For Old Mutual plc

- 2017: 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.

For Royal London

- 2015-16: Programme director for review of treatment of legacy policyholders:** Programme managed the 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: 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: Interim Marketing Director:** Led the intermediary marketing division (55 people) through a merger of 3 brands yielding £500k in synergy cost savings.
- 2012-13: 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: Programme manager for brand strategy:** Led the programme which led to the new brand identity.
- 2009-12: Management consultant for development of a consumer online financial planning tool:** Developed concept and co-managed requirements and build process up to point of launch.
- 2007-08: Interim Head of Corporate Business:** Led their corporate pensions business proposition & marketing team.
- 2007: Worksite marketing strategy:** Developed worksite marketing strategy for Royal London's pension business.

For Barclays Wealth

- 2013: 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.
- 2011: Developed a prototype for a marketing microsite**

For Family Investments

- 2012: Reviewed new market entry strategy:** Evaluated Family Investments plan to launch a new direct to consumer digital business and reported findings to Executive Committee.

StratNavApp.com

- 2016-** Founded a collaborative, online and AI-powered platform for business strategy development & execution.

Prior Working Experience

- 2007-07: F&C Asset Management – Strategy and Planning Manager**
- 2001-07: Old Mutual plc – Head of Group Strategy and Branding**
- 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

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