

Roger Lewis

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Profile Summary

Roger has over 25 years' experience of mutual insurance company management holding C-suite regulated roles throughout a career with specialist commercial mutual insurance manager Thomas Miller. Now a specialist insurance change manager, interim CUO and Non-Exec, he works with leadership teams to help drive the adoption of change in the insurance sector.

Portfolio highlights include eight years as Director and Chief Underwriting Officer (CUO) of highly profitable international market leading US\$ 50m premium mutual insurance company 'ITIC' and 25 years' experience as London Market Marine, Professional Risks and Cyber Underwriter.

Other successes include 3 years as programme lead of acquisition and merger integration programme combining five insurance companies into a US\$ 60m insurance premium business in London, Guernsey and North America. Establishment of Centre of Process Excellence at Ocado PLC and most recently consulting with London Market insurer Markel International's Wholesale and Delegated Authority divisions on digital transformation, automated workflow and underwriting process improvement.

Excellent senior stakeholder engagement skills and evidence of strong relationship management at all levels.

Skills Summary

- Change Management Delivery
 - Business Transformation
 - Mergers & Acquisitions (M&A) Integration
 - Programme & Project Management
 - Business Process Re-engineering & Improvement
 - Stakeholder Management & Engagement
 - Process Improvement & Governance
 - Portfolio Management
 - Leadership Coaching & Mentoring
 - Programme Governance
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Career Summary

July 2018 to Present – FUSE Consulting Services – City of London

- Founder and CEO of business change delivery, process improvement and M&A integration consultancy.
- Guiding business change often as part of technology adoption, restructuring or international expansion.

March 2020 - March 2021 – Markel International – Consultant Underwriting Process Architect – City of London

- Redefined process and technology architecture to drive digital transformation.
- Delivered underwriting process automation and digital workflow improving submission process time by 50%.
- Delegated Authority (DA) strategic review resulting in improved DA operations, reporting & portfolio analysis.

July 2018 - December 2019 – Change Management Consultant - Ocado PLC – Hatfield

- Driving significant business practice change to transform Ocado from a UK operation to one delivering digital commerce and robotic warehouse technology solutions to retailers in the USA, Canada, Australia and Europe.
- Lead role in end-to-end transformational change initiatives spanning functional boundaries.
- Established new Centre of Process Excellence deployed across multiple projects, refining key business processes.

July 2015 - May 2018 – Integration Programme Manager - Thomas Miller Specialty Underwriting Agency, City of London

- 3 years' Board leadership of M&A innovation unit as a key component of insurance Group growth strategy.
 - Planned, directed and implemented large-scale business acquisition and change initiatives.
 - Delivery of a fully operational international business with a licensed presence in Europe and North America.
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July 2007 to July 2015 – Chief Underwriting Officer - Thomas Miller (ITIC), City of London

- Successful management of highly profitable team of ten underwriters.
- Set underwriting strategy and insurance risk appetite for specific international professional risks.
- Directed risk appetite resulting in average annual underwriting profit of US\$ 10 million (2010-2015).

June 2002 to July 2007 – General Manager - Thomas Miller (ITIC), City of London

- People, process and technology leadership of insurer's day to day operations.
- Played a key role in the leadership team that established ITIC as the sector's market leading insurer.
- Specific achievements included key recruitment decisions and implementation of new underwriting software.

June 1993 to June 2002 – Account Executive - Thomas Miller (ITIC), City of London

- Established expertise in the transport industry professions of marine and aviation.
- Built enduring new key client relationships around the world with extensive travel to Europe & Asia.
- Profitable client acquisition of \$20m insurance premium portfolio in UK, Italy, Germany, Switzerland and China.

Education / Training / Professional

- Certified Change Management Practitioner (APMG International)
- Chapter Lead and active Member of the Change Management Institute (CMI)
- UK Financial Conduct Authority (FCA) regulated 'Approved Person' (2007-2018)
- BSc (Hons) International Transport & Business Management focusing on marine trade practice, law and transport (2.1)

Personal Endorsements

"As programme process architect, Roger brought a wealth of underwriting, process and design expertise and was instrumental in providing the know-how and the strategic direction for the newly designed processes. His influencing skills, tact and knowledge guided senior management through the decision making and the internal and external delivery teams through the implementation of new automation concepts.

His upbeat, structured, and friendly approach always had a positive impact on those he interacted with. I would welcome the opportunity to work with Roger again and would not hesitate to recommend him to others."

Daniel Dobre, Senior Project Manager, Markel International

"Roger is a consummate professional with a practical and deep knowledge of change management. The insight and galvanising approach that Roger brings has consistently created value within the projects we have worked on. Time after time I have seen him communicating, networking and managing stakeholders with passion and dexterity to great effect. Roger is a huge asset to any business serious about transformational change."

Richard Andrews, Process and Method Manager, Ocado Group PLC

"Roger is dedicated, diligent and professional, always 100% positive and committed to deliver on his tasks. A great person to work with..."

Bernt Hellman, Managing Director, Offshore Marine & Energy, Thomas Miller Specialty Insurance
