

# Hemant Desai

**MBA Cranfield, BSc (Hons) Computing & Information Systems**

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## **RESULTS FOCUSED COMMERCIAL DIRECTOR**

An experienced and performance orientated Commercial Director specialising in business growth in on-line/E-commerce retail and travel organisations, both as a consultant and senior manager, utilising a blend of strong commercial focus, e-commerce experience, sharp financial acumen and operational understanding.

Delivered a significant record of added value achievements by synthesising complex issues into simple, achievable delivery plans and by driving a focus on customers, quality and results through people. These achievements include:

### Commercial Management

- ❑ Transforming subsidiaries of easyJet into generating in excess of £250m p.a. in revenue and improving profit contribution from around £50m to over £100m p.a. in two years.
- ❑ Improving E-commerce Travel Services commission in one area by more than 1600% for a low cost airline based in Eastern Europe.
- ❑ Delivering multi-million pound enterprise wide cost reductions for a number of businesses through supplier negotiations and business process re-engineering.
- ❑ Introducing management reporting and control processes for fast ferry operator

### Strategic Change & Delivery

- ❑ Integrating the airlines bmi and BMED (a British Airways franchise) to deliver the largest growth in bmi history.
  - ❑ Integrating the airlines easyJet and Go-Fly Ltd (an acquisition from 3i and British Airways) in half of the planned time and at two thirds planned budget.
  - ❑ Seamlessly changing easyJet's business model from operating a pure Boeing fleet to a mixed Airbus/Boeing fleet well within planned timescales and constraints despite City Analysts placing a significant risk on this programme.
  - ❑ Restructuring management and services for a fast ferry operator to improve profitability by over £1m.
  - ❑ Directing a strategic E-Business project for a global direct marketing company.
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## **BUSINESS PROFILE**

### **Thames Clippers**

**Jan 08 – Apr 08**

#### ***Managing Director (Interim)***

- Improved operating profit by £1m by reducing frequency of services so as to reduce direct operating costs. This also improved customer service delivery.
- Initiated implementation of organisational re-structuring programme and performance based incentive programme to reduce overheads by 15%.
- Introduced management reporting and analysis processes to achieve better control of business and strengthen relationship with major shareholders.

### **bmi (British Midland Airways)**

**Feb 07 – Nov 07**

#### ***Integration Director (Interim)***

- Successfully delivered the largest ever business expansion in bmi history through the integration of BMED an airline generating £100m in revenue.
- Savings of £9m were achieved through group tax loss management.
- Identified and initiated delivery of synergies in excess of £14m.
- Managed programme team of over 25 staff to deliver on time and budget.

### **Manchester Airports Group**

**Oct 06 – Feb 07**

#### ***e-Commerce Consultant (Interim)***

- Developed and delivered initial steps of a direct channel and web strategy

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through the establishment of a series of commercial trials. These trials more than tripled on-line revenue for the group.

- Provided key insights to corporate strategy and the set-up of a change programme framework to chief executives office.

### **SkyEurope**

**Jul 06 – Sep 06**

#### ***e-Commerce Consultant (Interim)***

- Conducted a review of non-flight E-Commerce Strategy (Ancillary Revenue).
- Identified opportunities in excess of €5m.
- Managed change process to improve on-line/E-commerce contribution in one area by over 1600% (from €50k to €800k over 3 years)

### **easyJet plc**

**Jan 01 – May 06**

#### ***Head Of Ancillary Revenue***

**Jan 04 – May 06**

*Directed e-businesses generating revenue in excess of £250m p.a. increasing contribution from around £50m to over £100m p.a. in less than two years.*

- Re-branded travel product and service subsidiaries to be more closely associated with easyJet brand and to have greater European appeal.
- Enabled easyJet to be the first airline in the world to dynamically package travel insurance and car rental with flight sales on the web. This more than tripled on-line conversion rates.
- Developed easyJet marketing strategy to ensure that both flight and travel services propositions were better promoted on and off line.
- Strengthened direct marketing capability to drive up conversion rates.
- Restructured commercial agreements with partners to a shared risk and reward model that improved contribution by an average of 10% and introduced income guarantees.
- Developed in-flight retail to become the 6<sup>th</sup> biggest in-flight retailer in the world (2005) by improving product range and on-board merchandising.
- Designed retail focussed training and incentives resulting in easyJet winning best low cost airline in-flight sales person for three consecutive years.
- Negotiated in excess of £2m from third parties by selling marketing services such as web site advertising and inclusion in easyJet emails.

#### ***Programme Director***

**Jan 01 – Dec 03**

*Successfully delivered a number of strategic programmes for easyJet.*

#### **Strategic Change Programme**

- Developed strategy for the introduction of assets (120 Airbus A319s) valued at over £3bn.
- Designed controlled business changes in order to deliver a significant change in business model from pure Boeing fleet to a mixed Airbus/Boeing fleet.
- Managed 30 staff in multiple cross-functional and Pan-European work-streams.
- Maintained confidence of key business stakeholders including national Regulators.

#### **Post Merger Integration Programme**

- Managed the integration of two low-cost airlines (easyJet and Go) in half of the originally planned time and at two-thirds the planned cost.
- Generated nearly £30m in synergies as a result of the integration.
- Accountable for the activities and deliverables of an integration team of over 50 staff.

#### **Corporate Growth Programme**

- Developed corporate business model and growth strategy.
- Managed preparations for introduction of Euro in January 2002.
- Directed a number of strategic systems selections.

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### Enterprise Wide Cost Reduction Programme

- Managed a regular process for identifying business improvements delivering efficiencies in excess of £10m.
- Led a cross-functional negotiation team to deliver £20m savings from suppliers following the effects on the competitive environment of 11<sup>th</sup> September 2001.
- Re-engineered airport ground handling processes to improve efficiencies and delivered £4m in operational savings.

### **PricewaterhouseCoopers** **Management Consultant**

**Jan 98 – Dec 00**

- Led teams across the UK and US in developing business start-up plans and securing \$10m seed capital for a new on-line corporate travel proposition.
- Developed a market entry plan for a new freight logistics internet portal and gained initial round of \$1m capital from parent company.
- Designed and managed the business integration plan for the strategic alliance of two major European airlines
- Formulated a strategy to deliver £5m synergies from integrated European operations for a Pan-European medical supplies company.
- Developed an Information Systems vision and re-structured project portfolio for a British sports car manufacturer to save £1m in non value added spend.
- Directed a strategic E-Business project for a global direct marketing company.

### **CSC Computer Sciences Ltd** **Management Consultant**

**Oct 95 – Dec 97**

- Led an strategy implementation team for the replacement of a strategic IT system within a global agricultural equipment manufacturer.
- Managed a business transformation team through the piloting of a new enterprise-wide resource planning system for a major aerospace manufacturer and gained Board approval for full implementation.
- Advised on a programme preparing a leading utility company for the de-regulation of the UK gas and electricity markets.
- Facilitated the development of an integrated business solution for enhanced energy management for a leading utility company.

### **Cranfield School Of Management**

**Oct 94 – Oct 95**

- Studied full-time for an MBA

### **Logica (now CMGLogica)** **Information Systems Consultant**

**Oct 90 – Sep 94**

- Designed and developed modules for a number of mission-critical Government command and control systems.

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## QUALIFICATIONS

MBA – Cranfield School of Management  
BSc (Hons) Computing & Information Systems (2:1) – University of Manchester  
Certified Management Consultant  
Diploma in Marketing

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## PERSONAL DETAILS

**Date of Birth:** 12 November 1968  
**Status:** Married, 2 children  
**Nationality:** British

### **Interests:**

Volunteer Trustee Chairman of a local charity whose purpose is to integrate people with learning disabilities into the local community by facilitating friendships.