



## ELISABETH ELSE

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Elisabeth is a pragmatic, solutions-oriented consultant specialising in helping clients to use data and statistics to support their business objectives. Key markets include Tourism Technology, CRM, Retail and Financial Services.

Her key skill lies in the ability to rapidly understand both the business needs and the technical possibilities. Work with stakeholders at all levels then enables her to broker and deliver an agreed solution.

With a strong background in Statistics and Project Management, combined with excellent communication skills, Elisabeth has demonstrated particular expertise in ensuring that projects are business focused, well documented and effectively communicated, thereby delivering results.

### ... BUT IS IT RELEVANT? CONSULTANCY PROJECTS:

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Elisabeth has just completed a substantial assignment at Emma Bridgewater Limited, a UK-based manufacturer, retailer and wholesaler of pottery. Her role was firstly to perform a detailed assessment and documentation of agreed business requirements and conduct a professional procurement process to select a supplier of their third generation transactional website. She then project managed the chosen supplier, Venda, to implementation of the new website to successful launch on time and on budget, which was generating substantially increased conversion rates within its first few weeks.

EnglandNet is a rare example of a successful government IT project, although there have been considerable challenges along the way. This technical platform allows information on tourism products (hotels, attractions, etc.) to be passed from different databases around the country, through an "interoperability gateway" into a single National Tourism Product Database. Individual records are then presented uniformly via websites and other distribution channels, to enable information to be shared and products to be booked.

From an initial role driving and facilitating a process to define major changes in project governance, starting in September 2004, Elisabeth has been retained jointly by VisitBritain and the Regional Development Agencies to support the Project Strategy Board and deliver work arising from their deliberations. Such work has included incorporation of a regional perspective into new legal agreements and designing a business reporting process. Elisabeth also created a Memorandum of Understanding (MoU) which has formed the basis of stakeholder engagement and has recently assisted with reviewing progress of the programme over the last 3 years that the MoU has been in place.

During the period of this engagement, delivery milestones have been achieved and enormous progress made in developing productive working relationships.



*eCommerce Procurement and Project Management for a manufacturer and retailer of pottery*

*Supporting re-structure of VisitBritain's EnglandNet project and driving business benefits*

Support for DMS  
Procurement for a regional  
tourism body

As part of ONE North East's process to review their DMS and website options, Elisabeth was asked to act as independent expert on the tender evaluation panel. This involved reviewing all tender responses against the Invitation to Tender issued, actively participating in the scoring review process and in supplier presentations.

Value she was able to add included identification of areas for particular probing based on her experience of other such tenders and on her detailed understanding of the EnglandNet system.

Assessment of website  
options for sub-regional  
tourism body

*"Elisabeth's support and words of wisdom really meant a lot and have given me the confidence to work on this project."*

*Catherine Carkeet, Project Manager, Sussex Tourism.*

Against extremely challenging timescales, Elisabeth was asked to recommend a website solution to meet the needs of varying stakeholders, including the tourism trade and local Destination Management Organisations. This involved rapid assimilation of the local IT infrastructure, and working out how best to incorporate benefits of the national EnglandNet architecture.

The final report included recommendations, which were accepted, on updating the Visit Sussex business model, together with a clear path for project implementation.

OJEU procurement of  
Destination Management  
System (DMS) Technology for  
the South West of England

*"Elisabeth joined a complex project when it was already advanced, and already losing direction. She quickly re-established order doing so in one of those rare manners that included clear communication and appreciation of the different agendas of the project's many stakeholders." Robin Barker, Marketing Director & Deputy CEO, SWT.*

South West Tourism (SWT) wished to procure a Destination Management System (DMS) to manage tourism product data and enable effective promotion of the region. Elisabeth worked in conjunction with another consultant to manage the entire provider selection process from specifying detailed requirements to developing legal contracts and assessing supplier responses.

After an initial review of systems and running a Request for Information (RFI) process, it was decided to conduct an OJEU Framework procurement in order that the Destination Management Organisations (DMOs) in the region could adopt the same system as SWT without undergoing their own procurement. The resulting solution represented a substantial cost saving, both in procurement terms and in providing a shared data architecture in the original regional data repository (RDR); a concept which other regions have subsequently adopted.

Project Manager for CRM  
pilot in marketing for a major  
bank

*"She is one of the few people I know who can talk turkey with the credit folks, and the marketing analysts, and can take a hands-on role and is able to talk to and influence more senior players." Lewis Hyam, Head of Customer Insight, Lloyds TSB.*

Worked on "Project Caribou" for Lloyds TSB from initial workshop with client executives, which led to the project being commissioned, right through to delivery of live pilot as Project Manager. Elisabeth became involved in all aspects of the client's marketing process including business analysis, treatment design, telephony and campaign management, guiding staff and ensuring maintenance of technical quality throughout.

This pilot serves as the learning environment for the next phase of the bank's effort to become more customer-centric, and has been credited with generating enthusiasm for customer data driven marketing as well demonstrating tangible benefits. Project Caribou has been published as a case study by both Tower Group & Gartner.

## OTHER CONSULTANCY PROJECTS:

*Siebel implementation for contact management in a public body*

*“What is different about Elisabeth is that she is always aware of the business context and implications of her work. She not only has project management skills and enthusiasm, but also the maturity to deal with the setbacks that inevitably occur along the way.” Nick Lewis, Director of Corporate Services, South West of England RDA.*

*Group-wide review of CRM systems and processes for a major bank*

*“Elisabeth was involved in a comprehensive review of our customer systems. She assimilated complex data from across the organisation and distilled it into clear and actionable information. She added real value to the project through her commercial insights and broad strategic perspective.”*

*Philip Hanson, General Manager – Group Marketing, The Halifax.*

*Establishing formal project management processes for Government backed project*

*“Elisabeth consistently worked to high standards and this had a positive impact on those around her. She combines both incisive and succinct drafting skills with statistical analysis and would be an asset to any project.”*

*Sue Baxter, Director - Broadband Aggregation Programme, DTI.*

## PREVIOUS PROFESSIONAL EXPERIENCE:

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- Principal and CRM Subject Matter Expert – AMS UK Ltd (later CGI)
- Head of Credit Strategy – Lombard Bank
- Risk Policy Manager – Lombard North Central
- Manager (UK Risk Management) – Barclays Bank
- Credit Scoring Manager – Mercantile Credit

## BUSINESS/TECHNICAL SKILLS:

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*Software and Languages:*

- PRINCE2 Practitioner (government standard in project management) – Dec '06.
- Regular user of Microsoft Office Products, together with MS Project and Visio.
- Understanding of Tourism Technology Solutions, including EnglandNet, New Mind, New Vision, Tiscover and World.Net.
- Knowledge of decision engine and campaign management functionality, such as Oracle - Siebel, Epiphany and various internally developed client systems.
- Elisabeth is half Danish and has some conversational French.

## EDUCATION:

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B.Sc. Hons Statistics, University of Bath, 1986

## CONTACT DETAILS:

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