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SUMMARY of EXPERIENCE

Business Development and Sales

At **Mott MacDonald** and **URS** part of my remit was to review the existing business lines, including current staff, past performance and market outlook and determine a strategy for improvement of both work winning and project profitability. Both units' win rates and overall profitability were successfully improved.

At **Benaim**, my fellow director and I successfully grew the business to more than double its turnover in 6 years with no loss of above industry norm margin.

I have extensive experience of **identifying new prospects, pre-bid client engagement, preparing proposals for new work, for partnering with others, and for commercial negotiations** leading up to sales award. This experience has included contracts for specialised design consultancies and for large multi-disciplinary consultancies with both Government or quasi-government clients and works contractors.

At **Maxwell Geosystems** I responsible for sales in the Asia Pacific and Australasia region and negotiated service contracts for the provision of web based geotechnical and other monitoring systems with contractors and main clients, and negotiated commercial terms with partner companies for distribution of the Maxwell software.

My experience in successfully negotiating with clients - Government, private industry partners and contractors – for new work and successfully negotiating variations and claims for additional work. This evidenced by the jobs won and successful fees awarded for claims and variations at all of the companies I have worked for in the last 20 years or so. I am currently directing and leading negotiations for large variations and negotiations for historical claims at **Mott MacDonald**.

Project and Business Improvement

I transferred from **Benaim** to **URS** specifically to help the poorly performing Hong Kong Infrastructure business unit to regain market share and profitability. This was done by a combination of improving technical performance, culling of non-performing sections of the business and driving better commercial performance into all projects – existing and new. This involved the formation of a Business Development strategy, including a review of current businesses in terms of profitability and market outlook, and driving adherence to bidding strategies to ensure good win rates and project profitability. Before the purchase of URS by Aecom the unit was profitable with a better win rate for projects bid and new work from existing projects.

I had a similar remit at **Mott MacDonald** and successfully improved the transportation unit.

As part of the above, i was responsible for driving improvements to technical performance to improve client satisfaction and also aid variations negotiations and winning of repeat work.

Commercial Management and Improvement

I am very aware of the importance of business development and sales and the need for profitability of projects and of the business as a whole. With **Harriland Perunding Sdn Bhd** in Malaysia I was in charge of the Harris and Sutherland inputs to the project and had responsibility of ensuring that the company received value for money on employment of sub-consultants and responsibility for staffing levels and performance.

In Hong Kong with **Babtie** and **Jacobs**, I recognised the need for a better system, than currently then used, for controlling the commercials of projects and developed a system for my

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projects which was then taken up by the Hong Kong company for all projects. This system included a job costing by resource (staff) element that was also used to track costs to complete as well as being used for preparation of estimated costs for new work proposals.

At **Benaim** I was the director responsible for (among other duties including BD and sales) financial and commercial control and quality assurance. Because of the growth of the business it became necessary to introduce new systems for these aspects. Commercial controls were introduced to make Project Manager's more accountable and to aid them to make their projects financially successful. Project financials were adjusted to include explicit contingencies commensurate with the identified risks of performance and payment for work.

At **Mott MacDonald** a major aspect of my role as Transport Sector Lead was to improve the non-performing unit. Very soon after joining I identified a number of projects with either poor technical performance or profitability – or both. I worked closely with the Project Managers (PMs) to improve technical performance and with the PMs and the Greater China MD to identify the actual financial positions of the projects and strategies for improvement. As examples for the Central Kowloon Route project we turned technical performance around from a position of poor to more than satisfactory and such that we were then in a position to positively discuss legacy claims for additional work as well as new variations. For the HKIA 3RS APM and BHS tunnels project we improved technical performance by some personnel changes reorganisation of project teams. We improved the client's overall satisfaction of our performance to the extent that we have been awarded over four times the original fee in historical claims and new variations since I took over the role.

Project Management

Much of my experience has been in the design or design and construction management of large scale infrastructure works in London, Kuala Lumpur, Brisbane and Hong Kong. Invariably the requirements of these projects need good adherence to **strong and effective systems for project controls and risk and commercial management**. As a senior leader of projects I have always striven to ensure a good culture of project management and controls as an effective part of running a good project (and not just a QA necessity).

As part of business development and problem solving I have extensive experience of the analysis of resource requirements and performance of staff. I am adept at building or adjusting teams for performance or performance improvement.

Design and Build Environment / Contractor's Designer

Much of my work has been in the contractors design, "design and build" or PPP environment. As such I am aware of the drivers of contractor clients – and of PPP financiers.

For this work I have been responsible for initial discussions (scope fees and commercial terms) with clients to win the work.

I have extensive experience of construction planning and designing large temporary works from working with contractors as their designer and/or problem solver.

I have been recognised as a technical expert in the design of complex structures and also for providing effective solutions to design issues.