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| **Michael Clark** |  |
| **Mobile +64 (0) 218989226****Email** Michael@resetgroup.com |  |
| **AoG Job Level**Level 4  | **Professional Qualifications**Bachelor of Laws (VUW)Master of Business and Administration (with distinction) (Massey)Prince2 Certification Better Business Cases certification (AMPG International)Certified Professional in Agile Project Management (IC Agile)Level 1 & 2 Te Reo (Te Wānanga o Aotearoa) |
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| **Overview** |
| * I am a Senior business adviser and programme manager with broad experience working in complex organisations, delivering effective business change strategies and multi-million dollar programmes in NZ and abroad in the areas of commercial and procurement; ICT; commercial negotiations; regulatory evaluation; energy policy; and corporate services.
* As Director, Network Regulation at the Commerce Commission I managed a team of 50 FTEs’, held a budget of up to $11m and supported the Chief Executive as a key member of the senior management team contributing to the direction, organisational planning, change leadership and organisational delivery.
* As a Chief Executive and as General Manager of Corporate Services in the private sector, I have proven commercial management and change leadership experience. I’ve led and managed teams, created business strategies, entered into major sales and commercial arrangements, co-led due diligence processes for major merger and acquisition projects, and held responsibility for procurement and all company secretarial, risk management and compliance activities including environmental, health and safety and employment matters.

**Key Skills*** **Leadership through collaboration** – I have the ability to lead and manage virtual and project teams and to establish clarity regarding outcomes to create a culture that ensures high performance and successful delivery.
* Strong **analytical focus** and the ability to bring data together, report and use knowledge to derive fact-based analysis.
* **Strategic focus** on what can change to improve **business processes** to propel business forward.
* **Commercial and procurement** experience including negotiations, knowledge of **commercial contracts** and the ability to shape deals to ensure it works for both parties.
* Strong **communicator** and able to navigate complex and challenging relationships, including cultural and decision-making differences in corporate and government settings.
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| **Policy**  |
| * **Development, design, and evaluation** – assisted with development of aspects of the energy infrastructural legislation for the Commerce Act review of the energy sector whilst at the Commerce Commission leading to the successful introduction into law of Commerce Act amendments providing for default and customary price quality paths.
* **Legislation development and machinery of Government** – assisted in the development of key legal aspects of the employment contracts act introduced into legislation in 1991
* **Energy policy research and development** – Led the development of a new up-to-date system operations structure including Code development and amendments, consultation and change to ensure an up-to-date market focused system operator for NZ electricity
* Provided key advice and evaluation of key policy matters relevant to the development of up-to-date default distribution agreements for electricity
* Developed service performance reporting and benchmarking metrics to assist the Commerce Commission better evaluate and dashboard regulated business performance
* **Research Services –** led an advisory project to advise MBIE on an energy stocktake to improve Wellington earthquake resilience in the energy sector
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| **Finance and economics** |
| * Sound understanding of financial strategy, totex approaches, service supply and commercial procurement, contract development and interpretation, risk and compliance processes
* **Appraisal of investment proposals** – led the due diligence team for the acquisition of aligned service businesses to a leading NZ manufacturer and the establishment of preferred supplier arrangements.
* **Financial strategy (including asset sales)** – lead the successful divestment of a major multi-million property portfolio for a private sector manufacturer (circa $12m NZD). Key member of senior team and commercial negotiator for the sale and purchase of a major NZ manufacturer to offshore interests (circa $74m NZD).
* **Commercial modelling and analysis –** skilled in evaluation, modelling and analysis of commercial service agreements; fee structures and pricing.
* **Project financial management (including budgeting, estimating, forecasting, and modelling)** – Successfully led major project offshore for the Omani Government to establish the first wholesale electricity market in the country. Ensured the budgeting and forecasting was effectively established and the project came in within budget, on time (circa $10m USD).
* **Financial governance** – management of financial governance for operations in the public and private sectors including annual and project budgeting (circa $11m+ p.a.).
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| **Business change** |
| * **Business change strategy – advice, development, review** – Successfully developed the strategy and reviewed the business change strategies at the Commerce Commission that developed new regulatory branches to align with changes in legislative regulatory requirements.
* Developed a successful change strategy, providing advice to the Board and senior management of the Electricity Authority for the implementation of new fortified relationships with Transpower its key service provider of system operator systems – successfully implementing new arrangements worth $216m over the first 5 years.
* Developed the strategy, business case and plans to enable an electronics manufacturing company expand operations into China, East Asia, and the USA, including relocation to the US.
* Developed and led successful change strategies to develop new shareholding structures to enable employee share options schemes to be implemented for two separate and unrelated leading NZ SaaS companies.
* Provided business analysis and technical leadership to develop the strategy for a programme to improve multi-site organisation-wide information sourcing, systems, and processes to improve investment decision making, asset management, financial statutory reporting, and regulatory information disclosure.
* **Business change planning and implementation** – Planned and implemented the change strategy for electricity system operations for NZ and led negotiations for an up-to-date, aligned, and enduring electricity system operations service arrangement, including changes to the Electricity Code (subordinate legislation)
* Planned and implemented the changes to enable employee share options schemes to be successfully communicated, the companies to culturally adjust and the share option schemes to be implemented
* **Lean, six sigma, TQM, and kaizen process re-engineering** – Worked as a senior manager for 6 years within a leading NZ manufacturing company that applied kaizen, TQM, and Kanban systems and was responsible for quality management reviews of all processes and introducing process improvements
* **Organisational change management** – responsible for leading organisational change at Vector in response to regulatory changes and demands on Vector as a regulated business including the changes in structure required to enable alignment to new regulatory demands.
* **Programme and project management** – Led multiple business change programmes and projects applying Prince2 and Agile hybrid frameworks including for the Oman Government to establishing the specifications and conduct the RFP, commercial tender evaluation as an evaluation team member, and subsequent negotiations lead for the provision of $US12m core market management system for a wholesale electricity trading market.
* Led the project for the Electricity Authority to establish an up-to-date system operator arrangement for the NZ electricity sector;
* Successfully coordinated the project for ECNZ to split ECNZ into three generator SOEs.

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| **Operations and risk management**  |
| * **Business process management** – Successfully led and managed regulatory branches at the Commerce Commission operating at tier 2 level for 5 years; and was a tier 2 manager for a major manufacturing company for 6 years managing all corporate services, employment relations, legal, property, insurances, risk management, health and safety and environmental compliance.
* **Operating model development and design** – successfully redesigned the operational model for the delivery of utility regulation at the Commerce Commission.
* **Operations management strategy- advice, development and review** – integral member of senior management teams and board advisor at Interlock Group, Otari Electronics and the Commerce Commission engaging and developing successful strategies including the sale and purchase of Interlock to major offshore interests, the expansion and relocation of Otari electronics offshore, and the development and expansion of good practice infrastructural regulation in the Commerce Commission.
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