



David Lancefield

CATALYST / STRATEGIST / COACH

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Summary

David Lancefield helps leaders unlock value by transforming themselves and their organisations. He serves as a catalyst, strategist and coach. He has advised more than 35 CEOs, led 500 projects, structured 15 digital ventures and has 14 years' experience as a strategy partner in PwC. David launched and led their work on megatrends. He is a contributing editor of *Strategy+Business*, the director of a forthcoming digital ecosystems programme at London Business School and a board advisor to LeaderEQ – an on-demand, AI-powered executive coaching platform.

Expertise and style

- Develops strategic ideas that enabled the organisation to take advantage of opportunities and mitigate risks e.g. digital disruption, emerging ecosystems, major policy changes, geopolitics.
- Interprets information to tackle complex problems in a fast, effective and engaging way – building capability in the organisation along the way.
- Gives clear, insightful and pragmatic advice that can be implemented.
- Uses a sense of curiosity, oodles of passion and sense of fun that engages people.
- Is clear, calm and positive in high impact moments – in the boardroom, in front of important stakeholders and in a way that builds credibility, trust and achieves the desired outcome.

Career history

Director, David Lancefield Ventures Ltd	2020–
Senior Partner, Strategy&, focusing on TMT	2015–2020
Parental leave/sabbatical (looking after son with disabilities)	2017–2018
EMEA Consulting and Strategy& Leader of Thought Leadership, PwC	2014–2017
Clients & Market Leader, TICE Consulting, PwC	2015–2017
Leader of Economics & Policy (UK & Global), PwC	2010–2015
People Partner, Strategy & Economics	2008–2010
Economics & Strategy Partner	2006–2015
Associate to Partner, Coopers & Lybrand then PwC (on merger with PW)	1996–2006
Internships at BP (for the chief economist), UBS Warburg (equity analyst)	1992–1994



Education

Executive Coaching Mastered Programme – <i>Distinction</i>	Meyler Campbell	2018–2019
Corporate Finance Evening Programme	London Business School	1999–1999
MSc (Hons) Economics – <i>Distinction</i>	University of Warwick	1995–1996
BSc (Hons) Economics – <i>1st class</i>	University of Warwick	1992–1995

Personal information

Married with one son and live in Hertfordshire. Love classical and jazz music (listening now, used to play), rugby, swimming, badminton. Passionate about diversity and inclusion, especially for those with disabilities.

Impact & achievements

- Lead advisor role on transformational projects for the C-suite of BBC, Ofwat, Royal Mail, S&P, Channel 4, NHS, ITV, covering more than £150bn of assets. Worked closely with 35 CEOs and led 30 transformation programmes, including 15 new digital ventures or ecosystems.
- Worked in 20 countries, leading more than 500 engagements with an average client feedback score of 9/10 and winning five industry awards or nominations.
- Led PwC's global relationship with the BBC, increasing revenues by 50% over three years to their highest ever level and winning high profile mandates (gender pay, pensions, BBC Studios transformation).
- Played a pivotal role in the strategic design of new markets, ventures and services – NHS, media, water, anti-trust, electricity – which have delivered significant benefits to citizens and consumers. Advised government officials, regulators and the private sector.
- Authored more than 50 reports on aspects of transformation and 13 articles in *Strategy+Business* and *Harvard Business Review* (the 'Four Building Blocks of Transformation' and won the gold award at the US American Society of Business Publication Editors, whilst the '10 principles of strategic leadership' is one of the most downloaded *Strategy+Business* articles ever).
- Transformed the positioning, profitability and profile of PwC's economics and policy practice (increasing revenues by 20% CAGR, profitability by 10%) and media profile.
- Sponsored and/or coached 35 new (and successful) partners or directors in PwC.
- Initiated, developed and sustained the thought leadership capability in PwC Consulting and Strategy&, winning three flagship industry awards and originating 4:1 revenues to investment.



2006–2020

Client-facing partner – economics then senior Strategy & partner

Appointed as a partner in the PwC economics team, initially focusing on anti-trust investigations, then evolved to sector regulation and strategy and then organisation-wide transformation. Achievements included:

- Advised the CEO of a large technology company on his priorities, leadership team and tactical moves; since then the company has grown successfully, increased people engagement and the share price.
- Developed a growth strategy and implementation plan for a large data business has been executed successfully, generating 30 times value of the cost of the assignment.
- Co-led the innovative Ofwat 18 month price review which delivered ‘more for less’ – in the form of lower customer bills and £43bn investment in the sector.
- Secured state aid approval of the £1bn financial package to support Royal Mail privatisation through economic argumentation and evidence.
- Advised the Board of Virgin Media on how best to respond to disruptors, including Netflix, leading to a clear strategic choice and successful execution of a new strategy.
- Improved ITV’s licence terms as a result of the submissions and strategy I led, saving ITV £135m along the way.
- Shaped the strategic decisions taken by the Technicolor executive which resulted in survival, turnaround and then growth.
- Contributed to the successful launch of Radioplayer and Freesat through business planning, financial modelling and customer research.
- Developed a new vision and public value framework for Channel 4, which was supported by Government, industry stakeholders and the regulator. Transformed the capabilities and cost base of the technology function as it sought to prioritise and accelerate digital initiatives.
- Conducted a strategic review of the Pensions Regulator (TPR) for the CEO, which led to a transformation of the capabilities and positioning of the organisation.
- Improved the efficiency, effectiveness and economy of the NHS by shaping reform, advising NHS improvement on pricing, failure, competition issues and patient centricity.
- Delivered successful outcomes in competition investigations for BUPA, BBC, Alstom, Formula 1 and Teracom through robust, compelling economic evidence.
- Led high profile, sensitive reviews for the BBC involving premium rate services and the Window of Creative Competition lead to robust conclusions that withstood scrutiny.



2015-2017

Clients & Markets Leader, TICE Consulting, PwC

Played a prominent role in turning around performance, leading PwC's focus on major accounts and bids; in each of the three years the revenue budget was beaten and profitability improved by 15%. Led a 'Win It Big' campaign – inspiring, coaching and converting significant (£1m+) opportunities, which was adopted by other businesses within PwC.

2014-2017

Leader of Thought Leadership, EMEA Consulting and Strategy&

After the acquisition of Booz & Company, redesigned and refreshed the approach to thought leadership as a way to increase brand impact, commercial sales and people engagement. This resulted in analysts from Source from Consulting increasing ranking from 8th to 4th, winning three MCA awards and originating 4:1 commercial sales from the investment of time.

2010-2015

Leader of Economics and Policy (UK and Global)

Grew revenues of UK practice by more than 15% CAGR, increased profitability by 10% and client satisfaction by 15%, building a team of 150 people comprising 25 nationalities. Merged four economics practices into one, built a stronger brand, developed innovative services, launched the megatrends research and built a more diverse team at all levels.

2008-2010

People Partner, Strategy & Economics

People Partner for Strategy & Economics practice, responsible for recruitment, talent development and reward: successfully merged two groups, growing business by 15%, reducing HC operational costs by 50%, increased people engagement by 10% and exceeded budgeted growth each year by 5-10%.

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