

Sean Coughlan (MBA, BComm, ACMA)

Luagh Lodge, Ballinamadree, Carrignavar, Co.Cork

087 290 3121

sgcoughlan@gmail.com

CAREER HISTORY

2012 - Present	Chief Executive	Irish Cattle Breeding Federation (ICBF) - Cork
2002 - 2012	Financial Controller/Project Manager	Irish Cattle Breeding Federation (ICBF) - Cork
2002 - 2002	Director	PwC (Novartis) - Cork
2000 - 2001	Senior Manager	PwC (MOL Oil, Glanbia, Clientlogic) - Budapest
1999 - 2000	Manager	PwC (Smurfit, Xerox) - Birmingham
1998 - 1999	Senior Consultant	PwC (Smurfit) - Paris
1997 - 1998	Senior Consultant	Andersen Consulting (APS) - San Francisco
1995 - 1997	Systems analyst	Andersen Consulting (SAP, ICOE,ABS)- Philadelphia
1993 - 1995	Retail Manager	Wawa Food Markets - Philadelphia

PROFESSIONAL PROFILE

Highly experienced MBA qualified Chief Executive with over 20 years experience in senior roles in SME and multinational environments both nationally and internationally. Proven ability to lead successful teams in the capacity of Chief Executive, Project Manager, Director and Financial Controller, both within, and outside the cattle breeding industry. Strong strategy development and leadership skills with the ability to empower and engage successfully with key stakeholders to consistently achieve objectives.

ICBF

Chief Executive 2012 – Present

I have overall responsibility for the design and implementation of a world class Cattle Breeding Information System for Ireland. I have consistently delivered on all key performance indicators (KPI's).

Responsibilities include

Strategic Leadership and Planning

- Collaborating with senior management peers in ICBF strategy development, producing an annual strategic plan.
- Leading the design and management of the technical and operational infrastructure that facilitates the achievement of ICBF's goals within the national and international cattle breeding industry.
- Development of a sustainable, long-term financing model for ICBF.

Operations Management

- Interacting with industry stakeholders to design and deliver systems and reports to service providers, farmers, and the wider industry that translate the huge volumes of data into simple usable reports that help improve the profitability of the wider Irish cattle industry.
- Liaising and organising a range of third party organisations, such as South Western Services, who provide significant data processing and call centre capability to ICBF, which is critical to the successful delivery of national data gathering initiatives.
- Preparation of financial accounts, annual budgets and forecasts for the board in line with the financial/strategic plan.

Building Industry Relationships and Alliances

- Engaging with 40 different AI, Milk Recording and Herd-Book service providers to ensure that ICBF services are in line with their requirements.
- Engaging with Department of Agriculture, Food, and the Marine (DAFM) policy makers in relation to (1) national livestock schemes alignment with ICBF strategy (2) negotiation of annual funding arrangements.
- Formulating strategies with Teagasc research and extension to maximise the beneficial impact of the ICBF tools on farms.

Leadership and People Management

- Mentoring and developing new and existing talent within the two significant functions of the ICBF operations that I have direct responsibility to ensure the alignment of staff personal goals with those of ICBF.

ICBF

Financial Controller/Project Manager 2002 – 2012

I have overall responsibility for two of the most significant functions in the organisation: (a) the design and implementation of a world class Cattle Breeding Information System for Ireland and (b) full Profit and Loss Account responsibility as the Financial Controller. I have combined these two senior roles and delivered on all key performance indicators (KPI's).

Responsibilities include

Strategic Leadership and Planning

- Collaborating with senior management peers in ICBF strategy development, producing an annual strategic plan.
- Leading the design and management of the technical and operational infrastructure that facilitates the achievement of ICBF's goals within the national and international cattle breeding industry.
- Development of a sustainable, long-term financing model for ICBF.

Operations Management

- Interacting with industry stakeholders to design and deliver systems and reports to service providers, farmers, and the wider industry that translate the huge volumes of data into simple usable reports that help improve the profitability of the wider Irish cattle industry.
- Liaising and organising a range of third party organisations, such as South Western Services, who provide significant data processing and call centre capability to ICBF, which is critical to the successful delivery of national data gathering initiatives.
- Preparation of financial accounts, annual budgets and forecasts for the board in line with the financial/strategic plan.

Building Industry Relationships and Alliances

- Engaging with 40 different AI, Milk Recording and Herd-Book service providers to ensure that ICBF services are in line with their requirements.
- Engaging with Department of Agriculture, Food, and the Marine (DAFM) policy makers in relation to (1) national livestock schemes alignment with ICBF strategy (2) negotiation of annual funding arrangements.
- Formulating strategies with Teagasc research and extension to maximise the beneficial impact of the ICBF tools on farms.

Leadership and People Management

- Mentoring and developing new and existing talent within the two significant functions of the ICBF operations that I have direct responsibility to ensure the alignment of staff personal goals with those of ICBF.

Achievements include:

Strategic Leadership and Planning

- Demonstrated strategic vision, and technical competence at the highest level in the development and implementation of a world class breeding information systems infrastructure, where the systems are an integral part of the industry achieving the following:
 - The number of dairy and beef animals with genetic evaluations has increased by 500%.
 - An increase in the rate of genetic gain in dairy replacement heifers from €1 to €10 per year on the back of the effective implementation of the Gene Ireland programme along with genomic selection, and successful engagement with AI service providers delivering the service on the ground.
- In 2006, ICBF found itself in an extremely serious financial situation. I helped formulate and present a new financial strategy to the Board's Audit and Finance sub-committee. This strategy has led to a turnaround of ICBF finances from a position of accumulated losses of €749,000 in 2005/2006 to the generation of accumulated surpluses of €761,000 since then, with annual turnovers of around €5m.
- I collaborated with senior ICBF management in the development and management of the ICBF HerdPlus service, which provides useful tools and management information in farmer friendly formats. Launched in September 2006, this service now has over 10,000 subscribers, and generates over €500,000 per year in annual revenues. Over 2 million reports have been generated for farmers over the last 6 years.

Operations Management

- I have demonstrated excellent technical and operational management skills in the successful rollout of (1) Herd-Book, (2) Milk-Recording and (3) AI applications on a single platform to over 400 users across the industry, providing the cattle breeding service providers with a top class tool which they use to deliver services to farmers.
- I used my extensive influencing and negotiation skills with senior staff in DAFM to ensure that the conceptual design of the Suckler Scheme was evolved into an executable design, ensuring that the technical aspects of the scheme from a culling perspective were robust. I engaged with the Irish Farmers Association at senior levels prior to finalising the design to ensure buy-in. I then led the operations management of the scheme from the ICBF standpoint. The scheme has been an outstanding success, leading to a 500% plus increase in the number of records eligible for beef genetic evaluations, and the engagement of over 50,000 beef herds in ICBF breeding activities.
- One of those reports, which I personally designed, took 5.4 million calving records, obtained over a 5 year period, and translated it into a easy to understand '5 Year Trend' report, with 6 key comparative metrics (own farm/national average/top 15%) which was distributed to 50,000 farmers.

Building Industry Relationships and Alliances

- I have established excellent relationships with the cattle breeding service provider organisations, and at all levels within those organisations. This has led to the on-going development of mutually beneficial solutions to politically sensitive issues such as Animal Sales Catalogues and the Sire Advice Tool.
- I actively participated in the '**Beef Activation Group**' which included farmers, the chief executives of the main beef processors in the country, along with senior **DAFM** and Teagasc officials, was tasked with crafting a strategy that would help deliver the Harvest 2020 targets for the beef industry. The result is that the latest department scheme (**Beef Technology Adoption Programme**), launched on February 13th, 2012 has incorporated three key cattle breeding tasks at its core, including membership of HerdPlus. A number of initiatives between ICBF and the meat processors have also come from that interaction.
- I led, in conjunction with the Chief Executive, an initiative to develop the alliance with the **Teagasc advisory** service on both dairy and beef. I negotiated an arrangement for the sharing of resources with Teagasc, by which the ICBF infrastructure would be modified to support the information requirements of advisors at ground level. Seven years later, there is still an on-going weekly conference call which sustains on-going positivity in the relationship. One of the tools developed as part of the collaboration was a '**Discussion Group Report Application**' which became the backbone of the extremely successful national Dairy Discussion Group competition.
- Partnered successfully with **Animal Health Ireland (AHI)** in the delivery of the National Bovine Viral Diarrhoea (BVD) programme. I successfully influenced the key stakeholders in AHI that the optimum solution was to use the national cattle breeding database as the backbone of the AHI information system infrastructure. The programme has successfully launched this spring with over 500,000 BVD tags bought. I actively engaged with **11 dairy processing Co-ops** to facilitate the smooth operation of the scheme at farm level by acting as the independent liaison between the Co-ops and the BVD testing laboratories.

Leadership and People Management

- Leading and inspiring a dedicated team of staff (15), resulting in high levels of staff engagement, extremely high productivity levels, and low staff turnover rates.

PricewaterhouseCoopers

Director/Manager

1998 – 2002

The PwC Management Consulting Services practice was, at that time, the world's largest professional services provider. My responsibilities as **leader of the SAP technology services group** included the management of large scale international projects specialising in SAP implementations as well as the strategic planning and operational aspects of running a large consultancy. Key client assignments included:

Smurfit Europe

- Developed strategic plans with senior Smurfit Europe (packaging) executives as part of the European core design of a system roll-out to 120 sites across 8 countries, including the implementation of a shared services model.
- Successfully led the Smurfit UK and Ireland single database implementation across 40 plants, including the creation of a shared services centre for accounts payable processing. The team comprised of 80 client and PwC staff.

Xerox

- Collaborated with UK colleagues and senior Xerox (document management) staff in the development of a migration strategy for customer service and accounting processes from sites across Europe to what was then the largest shared services centre in Europe.

Novartis

- Successfully led the design and implementation of new finance systems and processes which allowed Novartis (Pharmaceuticals) to automate the intercompany supply chain process on a pan-European basis.

- Management of the Finance Business Controls SAP implementation across Novartis UK and Ireland.

Glanbia

- Managed a number of projects for Glanbia, including the upgrade of their core systems infrastructure, which now underpins their €3.3bn business.

MOL Oil (Hungarian National Oil Company)

- Drafted in at short notice to lead a team of 60 people in the design phase of a major systems project for MOL Oil (Hungarian national oil company). Successfully mobilised the multi-national team to complete the system design.

Andersen Consulting (Accenture)

Analyst/Senior Consultant

1995-1998

Andersen Consulting (now Accenture) is the one of the largest consulting firms in the world. I joined Andersen Consulting in 1995 having completed my MBA. Relevant experience includes the global design and implementation of an integrated system for a DNA (Genomics) Sequencer manufacturer. There was a \$47m payment dependent on a successful ‘go-live’, and I received a special award from Accenture for my work on this project.

WAWA Food Markets

Retail Manager

1993-1995

Wawa Food Markets are a convenience store retail chain based on the east coast of the US. I received a scholarship from this company to undertake an MBA at St. Joseph’s University in Philadelphia. As part of the scholarship, I took up a management position with Wawa Food Markets in store operations.

Qualifications

Management Accountant (CIMA)	2007 (Placed Top 10 in Ireland at each exam sitting)
MBA International Business, St Joseph’s Philadelphia	1995
B. Comm. (Hons) University College Cork, Ireland	1993

Interests and Hobbies

- Triathlon – Completed sub-11 hour Ironman triathlon in 2011
- GAA – Represented Cork at inter-county level, currently secretary of White’s Cross Juvenile GAA Club
- Regularly assist with milking cows and other activities on the family farm

References

Available upon request.