Golden Sky Consultancy

COMMERCIAL EXECUTIVE BRIEF · 2026

Senior operating leadership for businesses that need to deliver what comes next

An experienced operator who steps inside technology, SaaS and growth businesses — to build the operation behind the growth, lead change that has to land, and turn commercial plans into results.

Growth • Transformation • Execution

01

Scale & Strengthen the Business

Building an operation capable of the next stage.

02

Lead Business & Technology Transformation

Taking ownership of change and making it land.

03

Accelerate Growth & Market Entry

Turning a strong product into repeatable growth.

04

Strengthen Performance & Deliver Value

Converting owner and investor plans into results.

Deployed through **Executive Operating & Transformation Leadership** — Diagnose & Decide, Operating Partner, or Interim & Transformation Leadership.

Graham Kavanagh Founder, Golden Sky Consultancy

www.goldenskyconsultancy.com

WHEN BUSINESSES BRING GOLDEN SKY IN

The ambition is clear. The capacity to execute it is not.

Most businesses in this position already know where they want to go. What is missing is the structure, leadership or senior capacity to get there — while the business keeps running.

Growth has outpaced the way the business operates

Processes, roles and reporting built for a smaller business are now slowing it down.

The founder or CEO is still carrying the operation

Too many decisions route through one person, and the next stage depends on releasing them.

A major transformation needs stronger leadership

A systems or operating change is drifting, lacks clear ownership, or is not changing how work gets done.

A good product is not scaling into good delivery

Onboarding, implementation and service are inconsistent as customer numbers grow.

Growth still depends on the founder or a few key people

Selling needs to become repeatable — or a new market, including the UK, needs execution rather than another strategy.

An investment plan needs converting into action

Value-creation or ownership priorities are agreed, but not yet translating into operating results.

Delivery, governance or performance needs stabilising

The business needs a firmer operating grip before growth can sensibly resume.

A senior leadership gap needs filling now

An executive has left, the role has outgrown the structure, or a period of change needs experienced leadership before a permanent answer is clear.

WHO GOLDEN SKY WORKS WITH

Different readers arrive with different questions. The answer is the same senior operator, deployed to fit the situation.

Founders, CEOs & MDs
Operating capacity, scalable delivery and a release from day-to-day operations.

Owners, investors & chairs
Performance, value-creation execution and additional senior management capacity.

Overseas technology companies
Establishing and scaling in the UK, including public-sector and B2G markets.

Executive search firms
A candidate for fractional or interim COO, Operating and Transformation Director mandates.

Consulting & delivery partners
Independent senior capability working inside a broader engagement.

THE GOLDEN SKY PROPOSITION

One capability, applied to four kinds of business problem

Golden Sky is senior operating leadership applied to complex business problems. The problem determines the shape of the work; the capability behind it — someone who has run the operation, not just advised on it — stays the same.

01

Scale & Strengthen the Business

For businesses whose growth has moved faster than the operating model, leadership structure and delivery behind it.

TYPICAL FOCUS

Operating model · Governance & MI · Leadership structure · Professional Services & onboarding

02

Lead Business & Technology Transformation

For systems, process and operating change that needs executive ownership to move from plan to working reality.

TYPICAL FOCUS

Mobilisation · Partner challenge · Adoption & process redesign · Benefits realisation

03

Accelerate Growth & Market Entry

For businesses with a strong product but an under-built route to market, or a new market to enter — including the UK.

TYPICAL FOCUS

Go-to-market · Repeatable sales · UK expansion · Public-sector & B2G entry

04

Strengthen Performance & Deliver Value

For owners and investors who need priorities converted into operating discipline, performance and results.

TYPICAL FOCUS

Value-creation execution · Operating discipline · Performance governance

DEPLOYED THROUGH

Executive Operating & Transformation Leadership

Diagnose & Decide · Operating Partner · Interim & Transformation Leadership — the way Golden Sky is engaged across all four areas.

Technology & SaaS depth

Implementation, onboarding, Professional Services and the link between product, customer and operations are genuine specialist depth — particularly relevant to scaling the business and to transformation — rather than a separate offer.

Public sector & B2G as specialist depth

More than 20 years delivering technology and services into UK local government gives Golden Sky an unusual advantage for businesses selling to the public sector — a specialism within Growth & Market Entry, not the whole proposition.

PROPOSITION 01

Scale & Strengthen the Business

Building the operation behind the growth — so the business can handle its next stage without depending on a few people holding it together.

TYPICAL SITUATIONS

- Growth has outpaced the operating model.
- The founder or CEO remains too involved in delivery.
- Responsibilities and accountabilities are unclear.
- Processes have not scaled with the customer base.
- Management information and governance are weak.
- Functions operate side by side rather than as one business.
- Leadership capacity is restricting the next stage.

WHAT GRAHAM DOES

- **Operating model.** Defines how the business should run at its next size: structure, roles, decision rights and the rhythm that holds them together.
- **Governance & MI.** Puts in place the management information and governance leaders need to run the business, not just report on it.
- **Leadership structure.** Clarifies who owns what, releasing the founder or CEO from day-to-day delivery.
- **Service delivery.** Designs processes and disciplines that hold up as volume grows.
- **One business.** Aligns product, sales, customer and operations around shared priorities.

For SaaS and technology businesses: scaling the operation means scaling delivery

Implementation, onboarding, Professional Services and the handover from signed contract to live, adopted customer are where growing technology businesses come under most pressure. Graham has led and developed these capabilities — and knows where they strain as customer numbers rise.

Professional Services methodology | Implementation & onboarding | Contract-to-live delivery | Integration & migration

RELEVANT EXPERIENCE

- **Oksidia UK / Eepos.** Co-founded and established the UK subsidiary of a Finnish SaaS business and, as UK Director, leads its UK operation: more than 35 UK customers, with sales, implementation, onboarding and account management run from the UK. Shareholder in the Finnish parent.
- **Professional Services & alignment.** Led the development of the Professional Services methodology for UK delivery, and aligns the Finnish product team with UK customer and operational needs — localisation, integrations with customer finance and payment systems, migration and adoption.
- **Governance across borders.** Operating leadership of a UK subsidiary within an international parent, balancing local market needs with group product and priorities.
- **Welfare Call.** As Chief Executive, led a 110-person technology-enabled services business, with approximately 105 local-government customers, through restructuring, process modernisation and commercial change.

Scope *Operating model, structure, governance and delivery leadership. Specialist legal, HR and financial advice stays with the client's advisers.*

PROPOSITION 02

Lead Business & Technology Transformation

Taking ownership of difficult change — and making it land in the operation, not just in the plan.

TYPICAL SITUATIONS

- A major systems or operational transformation is under way.
- Legacy platforms or processes need replacing.
- A programme is drifting or lacks clear ownership.
- The implementation partner needs stronger challenge.
- Technology change is not becoming operating change.
- Adoption and benefits have no executive owner.

WHAT GRAHAM DOES

- **Mobilise.** Ownership, governance, sequencing and a credible first-phase plan, before cost and risk build.
- **Own and govern.** Executive leadership of the programme, with candid reporting to the CEO, board or investor.
- **Challenge the partner.** Holds suppliers and implementation partners to what the business actually needs.
- **Change how work is done.** Redesigns processes, roles and the operating model alongside the system.
- **Realise the benefits.** Drives adoption and keeps the programme accountable for outcomes.

> *Technology programmes rarely succeed on the technology alone. Too often they fail when ownership is unclear, the operating model does not change with the system, and no one is accountable for the benefits. Graham has carried that accountability from the delivery side — and knows what it takes to make change land.*

RELEVANT EXPERIENCE

- **Capita · £10m+ programmes.** Accountable executive leadership, on the supplier side, for three technology transformation programmes, each valued at more than £10m, with Hampshire, Staffordshire and a six-authority North Wales consortium.
- **Capita · Hampshire.** Technology-enabled service change across 448 maintained schools and wider education services, including SEND and inclusion support — a large, multi-stakeholder environment.
- **Capita · organisational change.** Restructured the approximately 100-person Professional, Technical and Integration Services organisation, taking its contribution to approximately £4m.
- **iESE.** Built the business case, secured £250,000 of investment funding and led MVP delivery of a social-care case-management SaaS platform.

The £10m+ programmes were supplier-side roles, accountable for his then employer's delivery within the clients' governance.

WHERE THE SAME DISCIPLINES APPLY

Platform replacement
Core systems, CRM or customer platforms being replaced or consolidated.

Integration
Bringing operations, systems or acquired businesses together.

Operating change
New technology that requires new processes, roles and accountabilities.

Programme reset
A drifting programme that needs re-baselining and firmer ownership.

PROPOSITION 03

Accelerate Growth & Market Entry

For businesses with a strong product and the wrong — or no — route to market, and for technology companies establishing themselves in the UK.

TYPICAL SITUATIONS

- Strong product, weak or unproven route to market.
- Sales activity is not producing predictable growth.
- A new market — or the UK — needs to be entered.
- Strategy exists; execution capacity does not.
- Growth needs to move beyond founder-led selling.

WHAT GRAHAM DOES

- **Go-to-market execution.** Route-to-market, proposition and commercial priorities turned into activity.
- **Repeatable sales.** Pipeline, account management and a commercial rhythm that does not depend on the founder.
- **UK establishment.** Building the local operation, customers and delivery for an overseas business.

SPECIALIST DEPTH
UK PUBLIC SECTOR & B2G

Selling to councils and public bodies has its own buying cycles, procurement routes, frameworks and stakeholders. For UK and overseas technology companies entering this market, Graham brings **more than 20 years on the supplier side of UK local government** — and today leads the UK business of a SaaS platform sold to the public sector, with approved-supplier status through Crown Commercial Service frameworks.

Oksidia UK / Eepos

Co-founded and established the UK subsidiary of a Finnish SaaS platform, and leads its UK market — now more than 35 UK customers.

FocusGov

Board Advisor through Golden Sky: shift from project-led services to a product-led model and a revised go-to-market strategy, with average year-on-year revenue growth above 50% during the engagement.

Investment Mastery

Interim Sales Director through Golden Sky: recruited eight sales professionals, introduced scorecards and performance management, and cut new-starter ramp-up from three months to six weeks.

PROPOSITION 04

Strengthen Performance & Deliver Value

Translating an owner's ambition or an investor's plan into operating discipline and results — and stabilising the business where that has to come first.

For founders and owner-managed businesses

- Preparing the business for investment, sale or succession.
- Strengthening performance before the next ownership or growth stage.
- Management and operating discipline that make value less dependent on the owner.

For investors, boards and chairs

- Value-creation priorities converted into an operating plan and executed.
- Performance governance the board can rely on.
- Executive intervention where delivery needs stabilising.

RELEVANT EXPERIENCE

- **Montagu Private Equity.** Supported Full Potential Plan work for Servelec Group following its acquisition in a transaction of approximately £225m; separately, buy-side due diligence on a public-sector education software business.
- **Capita · operating performance.** Restructured the approximately 100-person Professional, Technical and Integration Services organisation, taking its contribution to approximately £4m.

ENGAGEMENT MODEL

Executive Operating & Transformation Leadership

Golden Sky works in three ways across all four areas: getting to the real issue and deciding what happens next, working alongside leadership to turn that decision into execution, and taking formal ownership where a role or major change requires it.

01 DECIDE

Diagnose & Decide

When the business does not yet have enough clarity about what to do.

Short, independent, evidence-led work to get to the real issue and decide what should happen next — with a practical execution plan where action is required.

TYPICAL QUESTIONS

Stalled growth · market entry · product and proposition · operating-model change · transformation performance · value creation · investment choices · service and delivery problems

02 EXECUTE

Operating Partner

When the direction is understood but execution needs experienced senior leadership.

Embedded senior operating support alongside the founder, CEO, board or investor — translating agreed priorities into ownership, governance, operating rhythm and measurable execution.

ACROSS

Strategy · product · commercial activity · operations · service delivery · governance · organisational capability · transformation · performance

03 OWN

Interim & Transformation Leadership

When the business needs formal, accountable ownership of a role or major change.

An experienced senior operator taking accountable ownership of a role, programme or transformation for a defined period.

TYPICAL ROLES

Interim COO · Operating Director · Transformation Director · Programme Director · senior operating and transformation assignments

TYPICAL MANDATES

Familiar market terms for the same capability, engaged on fractional, interim or assignment terms rather than permanent appointment.

Fractional COO
Operating leadership alongside a founder or CEO.

Interim COO
Full operating accountability for a defined period.

Operating Director
Leadership of delivery, service and operations.

Transformation Director
Ownership of a transformation portfolio or major change.

Programme Director
Accountable executive leadership of a specific programme.

Senior independent specialist
Operating and transformation capability within a partner's engagement.

WORKING DIRECTLY

With founders, CEOs, owners, boards and investors — engaged by the business itself, or introduced through executive search and interim firms.

WORKING ALONGSIDE PARTNERS

As senior independent capability within a consulting or delivery partner's team, bringing operating experience to a broader engagement.

How it works *Every engagement starts with a conversation about the situation, agrees a clear mandate and outputs, is led by Graham personally, and leaves ownership and capability in place.*

WHY GRAHAM

An operator, not an observer

More than 20 years leading products, services, commercial activity and delivery inside technology and services businesses — as a founder, chief executive and chief product officer, and today as UK Director of a SaaS business and shareholder in its Finnish parent.

35+	£10m+ ×3	300+	110
UK CUSTOMERS, OKSIDIA / EEPOS	PROGRAMMES, SUPPLIER-SIDE EXECUTIVE LEAD	PRODUCTS IN PORTFOLIO AS CPO, CAPITA ONE	PEOPLE LED AS CEO, WELFARE CALL



Graham Kavanagh · Founder

Executive operating leadership
Chief Executive of Welfare Call; UK Director of Oksidia / Eepos, running its UK SaaS operation.

Founder & shareholder
Founded Golden Sky; co-founded Solution Focused Education; co-founded Oksidia's UK subsidiary and holds equity in its Finnish parent.

Transformation & programmes
Accountable supplier-side executive leadership for three £10m+ technology transformation programmes.

Commercial growth
Sales Director at Capita; Interim Sales Director through Golden Sky; building and leading the UK market for Eepos.

Technology, SaaS & services
Chief Product Officer of Capita One and Services Director at Capita; Professional Services methodology at Oksidia UK; SaaS business case and MVP delivery for iESE.

Public sector, B2G & investors
Two decades of UK local-government markets; consultancy supporting Montagu Private Equity's Full Potential Plan for Servelec.

Founder & Managing Director, Golden Sky Consultancy; UK Director, Oksidia / Eepos, and shareholder in the Finnish parent; Co-Founder & Director, Solution Focused Education; Chief Executive, Welfare Call; Chief Product Officer of Capita One, and Sales Director, Services Director and Product Management Director roles at Capita; Board Advisor, FocusGov. Selected independent interim and advisory work, including for Montagu Private Equity.

NEXT STEP

A short conversation is usually the quickest way to see whether Golden Sky fits.

- A current operating or scaling challenge
- A fractional or interim leadership requirement
- A transformation that needs ownership
- A growth or UK market-entry challenge
- A partner engagement that needs senior operating capability

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