

DAVID HOLE

TECHNOLOGY M&A AND VALUE CREATION

Integration | Technology economics | Commercial practice leadership

David.Hole@davidhole.com | +44 7767 371 001

linkedin.com/in/davidmhole | East Sussex, United Kingdom

Executive profile

Technology and transformation executive with over 30 years of experience across investment banking, commercial real estate, managed services and independent advisory.

Experience includes acquisition technology risk assessment, post-merger integration and private-equity-backed transformation, supported by executive accountability for a £55m budget, 120 staff and 27 countries at CBRE.

Owned the complete commercial process from client introduction through sale closure, statement of work and delivery.

Created and commercialised CBRE Vantage, generating £23.8m in external software and service sales during 2014–2019.

As one of Colt's three-person divisional management team, helped turn a €49m annual loss into €48m profit in year two, after €6.1m in enabling charges.

Connects technology findings to investment requirements, integration dependencies, operating costs and accountable delivery. Brings practical depth across infrastructure, cloud, ERP, applications, suppliers and service resilience, including change in live banking and manufacturing environments.

Selected M&A and commercial evidence

- **Acquisition assessment:** assessed integration dependencies, technology risk and digital exposure across 30+ corporate acquisitions at CBRE, informing integration and remediation decisions.
- **Post-merger integration:** directed client-facing internet applications during the Lloyds/HBOS merger; migrated 1.4 million clients across 32 platforms with testing, operational readiness and rollback controls.
- **Private-equity-backed transformation:** directed Wella/KKR's €50m SAP S/4HANA programme across live European manufacturing plants, with dual-run capability and a reported 15% production-cost reduction.
- **External sales:** generated £23.8m in Vantage software and service sales during 2014–2019. Worked with CBRE divisions on technology-enabled propositions supporting £4.23bn of associated property management and sales business.
- **Turnaround:** as part of Colt's three-person management team, moved the managed services division from a €49m annual loss to €48m profit in year two, after €6.1m in enabling charges. Identified £3.2m sustainable savings at Hiscox.

Core expertise

Acquisition technology risk assessment • post-merger integration • Technology cost and value analysis • Programme governance • Operating model and supplier strategy • Infrastructure and cloud • ERP and application rationalisation • Commercial propositions and pricing • Executive client relationships • Service continuity and operational readiness

Career history

EVANGELIZE | Chief Operating Officer and Founder

Apr 2019 – Jul 2026

Founded an independent advisory practice <https://www.evangelize-consulting.com/> serving corporate executives and private-equity sponsors. Personally managed client introduction, sale closure, statement of work and delivery of executional materials across engagements with multiple clients, alongside responsibility for pricing, margin and delivery quality.

- **Wella/KKR:** directed a €50m SAP S/4HANA transformation across live European manufacturing plants, controlling continuity through dual-run capability; delivered 15% lower production costs and €7.5m annual run-rate savings.
- **Hiscox:** identified £3.2m sustainable savings and 17% cost reduction through TBM cost modelling, consumption analysis and vendor rationalisation, providing an evidence base for cost and supplier decisions.
- **Aldermore Bank:** owned the sales and delivery cycle for ServiceNow ITSM and Workday HCM implementations. Prioritised and executed the wider 34-initiative transformation portfolio by value, capacity and dependency.
- **Coca-Cola EMEA:** consolidated an Oracle Fusion ERP estate from 550 systems to 350, achieving a 23% reduction in total cost of ownership.
- Further sales and delivery ownership: **Zwish** GPT AI platform; **DLA Piper**, **TD Securities**, **Computacenter** and **Tokio Marine HCC** TBM engagements; and **UCLan** digital transformation. Defined the SOW and delivered the agreed executional materials.
- Created the Evangelize Performance Fabric to connect evidence, investment decisions and execution; applied cost, consumption, accountability and delivery disciplines to client advisory work. <https://www.evangelize-consulting.com/epf>

CBRE | Senior Director EMEA Head of Technology and COO

Oct 2013 – May 2019

Led the EMEA technology function across five business lines, with a £55m budget, 120 staff, 27 countries and more than 100 projects annually. Appointed to rationalise a fragmented post-acquisition estate and improve cost performance.

- Assessed integration dependencies, technology risk and digital exposure across 30+ corporate acquisitions, informing leadership's integration and remediation decisions.
- Led post-acquisition technology estate rationalisation and operating-model change, clarifying service ownership, decision rights and accountability across countries.
- Created, developed, productised and sold the Vantage suite to external clients and internal divisions. Personally owned introduction, sale closure, SOW and delivery; generated £23.8m in external software and service sales during 2014–2019.

External sales by year: 2014 £0.8m; 2015 £2.3m; 2016 £4.1m; 2017 £4.5m; 2018 £6.1m; 2019 £6.0m.

- **Partnered with business divisions** to embed Vantage software and services in property advisory and facilities management pitches, supporting £4.23bn of associated commercial real estate business. The technology strengthened proposed integration and operating capabilities; the property figure is separate from software and service revenue.
- **External sales and enterprise contract development:** Created and commercialised CBRE Vantage, generating £23.8m in external software and service sales. Worked directly with business divisions to build Vantage into property advisory and facilities management propositions supporting £4.23bn of associated property business. Connected technology capability to occupier cost reduction, operational integration and service performance, strengthening CBRE's case for long-term enterprise contracts.
- **Internal commercial ownership and delivery:** Won business-division commissions and agreed scope, resource funding and delivery commitments through CBRE's internal recharge model. Managed the process from initial engagement through agreement, SOW and execution across £22.4m and £54m workplace transformation programmes, PeopleSoft-to-Fusion migration, ISO 27001 accreditation and automation initiatives. Held accountability for translating business requirements into funded, deliverable programmes.

Career history continued.

COLT TECHNOLOGY SERVICES | EMEA COO and Head of Client Portfolio Transformation

Jan 2012 – Oct 2013 | Freelance

Joined a managed services division losing €49m annually as one of a three-person management team. Together, turned the business to €48m profit in year two, after absorbing €6.1m in enabling charges, through sales and operational workforce rationalisation and a complete rework of the European services and platform portfolio.

- Directed a £23m transformation across 12 countries. Delivered 20% hosting cost reduction, worth £6.4m annually, through infrastructure rationalisation and modular data centre restructuring.
- Reworked the European service and platform portfolio around customer demand, consumption, capacity and cost-to-serve. Assessed commercial viability to determine which services to retain, restructure, reposition or exit.
- Led supplier renewals, competitive retendering and renegotiation across price, scope, performance and transition risk. Built eight modular data centres to support cloud services for enterprise financial services clients.

LLOYDS BANKING GROUP | EMEA Head of Client Facing Internet Applications

Sep 2010 – Jan 2012

- Directed internet applications during the Lloyds/HBOS merger, migrating 1.4 million clients across 32 platforms while maintaining operational readiness and rollback capability.
- Established sequencing, dependency control, testing and readiness for the live merger migration. Created an IBM P-Series development environment supporting 2,500 developers and £1.2m first-year savings.

FINYX CONSULTING | Storage and Hosting Architect for RBS Insurance

Jun 2010 – Sep 2010 | Contract

Assessed performance, service levels and capacity across the storage and hosting estate; produced a benchmarked current-state assessment and hosting transformation roadmap.

ASTON CHARTWELL ASSOCIATES | Chief Information Officer and Director of Consulting

Jan 2009 – Jun 2010

Combined CIO accountability with consulting practice leadership. Developed and launched an IT consulting proposition, converting internal capability into a saleable service. Built core infrastructure services and established compliance and end-user enablement programmes.

BARCLAYS CAPITAL AND WEALTH MANAGEMENT | EMEA Head of Storage and Hosting Services

Aug 2006 – Jan 2009 | Contract

Managed a £23.6m annual budget across eight EMEA locations supporting critical capital markets and wealth management systems. Sustained 99.999% availability, aligned infrastructure demand with capacity and investment, and standardised backup and disaster recovery through IBM Tivoli Storage Manager.

LLOYDS TSB | EMEA Lead Programme Manager Data Centre Consolidation

May 2004 – Aug 2006 | Contract

Consolidated 14 data centres into four strategic centres over two years with zero unplanned outages. Managed migration dependencies and alignment across technology, operations, finance and regulatory functions, maintaining service continuity during cutover.

LCH | Senior Programme Manager

Apr 2003 – May 2004 | Contract

Led delivery for the Equity Clear system, completing five core upgrades over 13 months and supporting resilient clearing services through market volatility.

Earlier career and credentials

CREDIT SUISSE | Global Head of Equities and Fixed Income Technology

Dec 1997 – Apr 2003

Led technology support for equities and fixed income trading following the CSFB acquisition, managing a 30-person team. Progressed through European and global application engineering leadership to Global Head of Production Support.

Introduced automated deployment and monitoring across global trading systems, strengthened incident management and built production support capability across distributed teams operating under acute time pressure.

EARLY CAREER | Investment Banking Technology

1989 – 1997

Trading floor and desktop technology delivery at J.P. Morgan, Credit Suisse Financial Products and UBS Investment Bank.

Practice leadership and delivery approach

Commercial leadership spans external software and service sales, corporate advisory engagements and internal service commissioning. Built and commercialised propositions at CBRE, Colt, Aston Chartwell Associates and Evangelize, combining pricing and client ownership with delivery accountability.

Credentials and professional memberships

PRINCE2 Practitioner and PRINCE2 Agile Practitioner

Management of Portfolios Practitioner

Change Management Institute Practitioner

ITIL Certified in OSA, PPO, RCV and SOA

Certified TBM Executive

Project Management Institute | Technology Business Management Council and Framework v5.0 contributor | UK IT Leadership Council

MASTER PROJECT INVENTORY 1997–2026 Addendum

Completed programme listing including early career context. Commercial ownership of entries 23–37, 58–59, 68–71 and 76–84 covered client introduction, sale closure, statement of work and delivery. Listed project values are not a statement of fee revenue.

Early Career

1. Trading floor and desktop technology delivery — J.P. Morgan, Credit Suisse Financial Products, UBS Investment Bank (1989–1997)

Credit Suisse

2. Global trading platform transformation (automated deployment and monitoring, significant incident reduction) (1997–2003)

3. Automated global software deployment (reduced deployment cost and effort) (2001–2003)

LCH (Contract)

4. Clearing systems transformation (derivatives and capital markets optimisation) (2003–2004)

Lloyds TSB (Contract)

5. EMEA data centre consolidation — 14 sites reduced to 4, zero unplanned outages (2004–2006)

Barclays Capital / Wealth Management (Contract)

6. Storage and hosting transformation (cost optimisation and 99.999% availability) (2006–2009)

7. IBM Tivoli Storage Manager deployment (£8.4m programme, DR capability) (2007–2008)

8. EMEA storage and hosting estate standardisation across eight locations (£23.6m annual budget) (2006–2009)

Aston Chartwell Associates

9. Core infrastructure services build (operational foundation for the consulting practice) (2009–2010)

10. IT consulting go-to-market proposition (internal capability converted to a saleable service offer) (2009–2010)

11. Compliance framework and end-user enablement programme (control and adoption across the client base) (2009–2010)

Finyx Consulting — RBS Insurance (Contract)

12. RBS Insurance storage and hosting services review, via Finyx Consulting (2010)

Lloyds Banking Group

13. HBOS merger integration (1.4m clients, £1.2m savings, under budget) (2010–2012)

14. IBM P-Series development platform (2,500 engineers, £1.2m savings) (2010–2011)

Colt Technology Services (Freelance)

15. Managed services transformation (£23m programme, 20% cost reduction, £6.4m annual savings) (2012–2013)

16. Modular data centre deployment — eight sites across France, Germany and the Netherlands (2012–2013)

17. Cloud services repositioning programme (enterprise financial services clients) (2012–2013)

18. Regulatory compliance framework for hosting services (2012–2013)

19. Data security and encryption programme (2012–2013)

CBRE Core GWS Programmes (2013–2019)

20. KKR post-acquisition estate rationalisation (42% offshore cost reduction) (2018–2019)

21. M&A digital risk assessments across the acquired estate (2013–2019)

22. 20 Fenchurch Street OT/IT integration (enterprise building systems integration) (2013–2019)

CBRE Digital and Technology EMEA PropTech Portfolio — Data & Analytics Platforms (2015–2017)

- 23. Vantage Core Data Integration Platform (£3.5m, enterprise data foundation) (2015–2016)
- 24. Vantage Portfolio Analytics Dashboard (£1.2m, portfolio intelligence capability) (2015–2016)
- 25. Vantage Lease Intelligence Engine (£900k, lease optimisation analytics) (2015–2016)
- 26. Vantage Market Insights Platform (£1.1m, market intelligence capability) (2015–2016)
- 27. Vantage Capital Markets Analytics Tool (£850k, investment analytics) (2015–2016)
- 28. Vantage Occupancy Analytics (£750k, space utilisation optimisation) (2016–2017)
- 29. Vantage Predictive Maintenance (£1.4m, asset optimisation) (2016–2017)
- 30. Vantage Financial Benchmarking (£800k, cost benchmarking) (2016–2017)
- 31. Vantage ESG Platform (£1.0m, sustainability reporting) (2016–2017)
- 32. Vantage Scenario Modelling (£950k, planning capability) (2016–2017)
- 33. Vantage Client Portal (£700k, self-service capability) (2016–2017)
- 34. Vantage Data Governance (£1.3m, data quality control) (2016–2017)
- 35. Vantage API Layer (£1.1m, integration architecture) (2016–2017)
- 36. Vantage Mobile App (£650k, mobile analytics capability) (2016–2017)
- 37. Vantage Next Action Engine (£1.6m, AI-driven decisioning) (2017)

Digital Workplace & Experience (2015–2018)

- 38. Digital onboarding portal (£750k, onboarding efficiency) (2015–2016)
- 39. Virtual property platform (£700k, digital client experience) (2015–2016)
- 40. Digital lease system (£850k, document automation) (2015–2016)
- 41. Client collaboration portal (£1.0m, engagement platform) (2016–2017)
- 42. Tenant experience app (£900k, client engagement) (2016–2017)
- 43. Spacer workplace platform (£1.2m, workspace optimisation) (2016–2017)
- 44. Desk booking system (£600k, utilisation optimisation) (2016–2017)
- 45. FM service request app (£650k, service automation) (2016–2017)
- 46. Smart building IoT platform (£2.5m, building intelligence) (2016–2018)
- 47. Customer engagement centre (£1.8m, service transformation) (2016–2017)

ERP & Enterprise Platforms (2017–2019)

- 48. Yardi Voyager standardisation (£4.5m, property platform consolidation) (2017–2018)
- 49. MRI harmonisation (£13.8m, asset platform consolidation) (2017–2018)
- 50. PeopleSoft stabilisation (£12.2m, ERP optimisation) (2017)
- 51. Microsoft D365 rollout (£15.8m, enterprise modernisation) (2017–2019)
- 52. Salesforce global deployment (CRM transformation across the EMEA estate) (2017–2019)
- 53. Tableau enterprise rollout (£12.5m, analytics capability) (2017–2018)
- 54. Oracle Fusion ERP (£16.5m, finance transformation) (2018–2019)
- 55. Oracle Fusion HCM (£13.2m, HR transformation) (2018–2019)
- 56. ERP data consolidation (£12.0m, financial integration layer) (2018–2019)
- 57. Sequentra lease platform (£11.5m, lease management system) (2018–2019)

Automation & AI (2017–2019)

- 58. RPA (Blue Prism) lease processing (£700k, automation efficiency) (2017–2018)
- 59. Automated invoice processing (£950k, finance automation) (2017–2018)
- 60. AI lease abstraction (£1.2m, AI document processing) (2018–2019)
- 61. Automated financial close (£1.1m, finance cycle optimisation) (2018–2019)

62. Predictive cost optimisation (£1.3m, AI-driven cost management) (2018–2019)

CBRE Enterprise Programmes

63. Office 365 rollout (35,000 users, collaboration uplift) (2014–2015)

64. Salesforce CRM deployment (regional rollout) (2014–2016)

65. Agile and DevOps transformation (25% faster delivery, 42% cost reduction) (2014–2016)

66. Tableau deployment (3,000 users) (2015–2016)

67. Microsoft D365 deployment (25,000 users) (2015–2018)

68. 10 Paternoster Row (£22.4m workplace transformation) (2014–2016)

69. 101 St Martins Lane (£54m transformation, 2,100 users) (2015–2017)

70. Oracle PeopleSoft to Fusion migration (42% cost reduction) (2016–2017)

71. ISO 27001 accreditation (full EMEA compliance) (2016–2017)

Evangelize Cost Optimisation and Transformation Programmes (2019–2026)

72. Coca-Cola EMEA — Oracle Fusion ERP consolidation (550 to 350 systems, 23% TCO reduction) (2019–2020)

73. Charles Schwab — D365 remediation (14% cost reduction, RPA/AI automation) (2020–2021)

74. Wella / KKR — SAP S/4HANA transformation (€50m, 15% cost reduction) (2021)

75. Aldermore Bank — IT transformation portfolio (34 initiatives, 12% cost reduction) (2022–2023)

76. Aldermore Bank — ServiceNow implementation (enterprise ITSM platform) (2022–2023)

77. Aldermore Bank — Workday HCM (2,000–5,000 employees) (2022–2023)

78. Zwish — GPT AI platform (20% efficiency, 30% billing uplift) (2023–2024)

79. DLA Piper — TBM cost optimisation (governance and cost transparency improvement) (2024–2025)

80. UCLan — Digital transformation (enterprise IT governance uplift) (2024–2025)

81. Hiscox — TBM P&L review (£3.2m savings, 17% cost reduction) (2024–2025)

82. TD Securities — TBM cost optimisation (financial transparency improvement) (2025–2026)

83. Computacenter — TBM review (cost optimisation opportunity identification) (2025–2026)

84. Tokio Marine HCC — TBM review (governance and cost transparency improvement) (2025–2026)