

# Chris Linthwaite

## Head of Service Operations

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### Summary

Operations leader with 13 years scaling service functions across large organisations, SMEs and start-ups. Cut average case resolution time from 55 days to 10. Built and managed a £200k+ ARR contract portfolio. Developed 8-person team leading to 6 members promoted or headhunted internally. At my best leading the full operational picture: service delivery, customer success, logistics, and team development, in fast-moving environments where problems are complex and ambiguous and standards are high

### Career Highlights

**Cut case resolution from 55 to 10 days** by re-building department process from the ground up and implementing automatic workflows that flagged at-risk tickets before they breached

**Project managed the switch from Connect Wise to Service Now ticketing system**, driving the change by researching the market to find suitable alternatives at the right price point and leading its integration as the subject matter expert.

**Built a 5 country sub-contractor network** by sourcing, vetting and negotiating service agreements with SLAs resulting in new service contracts with clients worth circa £60,000 across 10 European countries, directly enabling European expansion

**Managed up to £1Mil ARR contract portfolios** turning contracts into sustainable revenue drivers through structured account management and proactive client engagement

**Developed 8 direct reports - 6 promoted or headhunted:** 2 progressed to Team Leader: 4 moved to senior roles across the wider organization through dedicated 1:1 coaching and clear development planning

**Scaled five departments from the ground up:** launched a new UK operation at Yorktel (moving staff from the US to the UK); led restructures at CSL and AVI-SPL following leadership gaps; built Gist's Brexit customs team from scratch; relaunched Carillion's service desk post-covid

### Expertise - Operational

- Service Delivery and ITSM
- SLA Design & Performance Management
- Operational Restructuring & Turnaround
- Process Design & Continuous Improvement
- Warehouse & Logistics Management
- Resource & Capacity Planning
- Contract & Vendor Management
- ServiceNow, Jira, ConnectWise, Microsoft Dynamics & Ticketing System Migration
- Data-Driven Reporting & MI

### Leadership and relationship management

- Customer Success & Account Management
- Customer Experience (CX) Strategy
- Remote & Hybrid Team Leadership
- Coaching, Mentoring & Talent Development
- Escalation & Complaint Resolution
- Client Onboarding & Retention
- Cross-Functional Stakeholder Management
- Recruitment, Onboarding & Succession Planning

### Work Experience

**Service Desk Manager, CSL Integration**

May 2023 – present | Kingston/Remote

- **Managed a 30-client portfolio** as the primary strategic and escalation contact, driving service delivery, contract renewals, and customer satisfaction across a £200K ARR base
- **Led four service and engineering professionals**, running structured 1:1s, identifying skill gaps, and delivering on-the-job coaching to lift individual and team performance.
- **Owned the full operational infrastructure:** warehouse management, logistics, technical support, customer success/experience, and onboarding
- **Took primary accountability for complex escalations**, managing resolution end-to-end and keeping clients informed throughout - reducing repeat issues through root-cause analysis.
- **Produced and presented performance reports to internal and external stakeholders**, aligning service delivery data to business strategy and informing leadership decisions.

- **Identified and evaluated warehouse management software**, assessing market options to improve operational functionality while maintaining service standards.

**Service Delivery Manager**, *Carillion Communications*

Sep 2022 – May 2023 | Remote / Maidenhead

- **Designed and launched the service delivery function** – processes, SLAs, documentation, and escalation frameworks – to support rapid post-Covid business growth.
- **Cut average case resolution from 55 days to 10** by migrating from ConnectWise to ServiceNow, automating SLA alerts, and leading team training as subject matter expert.
- **Built and led an 8-person service desk team**, balancing remote and office-based staff, with regular group comms and 1:1 performance reviews.
- **Served as the central escalation contact for major incidents and complaints**, collaborating across functions to resolve issues and reporting outcomes to senior leadership.
- **Onboarded a new client portfolio**, defining service infrastructure and expectations from day one to build trust and sustain relationships.

**Customs Admin Team Leader**, *Gist*

Jan 2021 – Aug 2022 | Basingstoke

- **Helped build a new 24/7 customs team** in response to post-Brexit regulatory change, designing all processes, work instructions, and training infrastructure under significant time pressure.
- **Became the internal authority on Brexit customs complexity**, providing clarity to internal teams and resolving ambiguous regulatory scenarios as they emerged.
- **Sole escalation point for complex customs issues**, analysing root cause and developing solutions in partnership with customers and stakeholders.
- **Ran resource and capacity planning during peak periods**, ensuring teams were correctly sized and skilled to hit service benchmarks.

**Warehouse and Logistics Manager**, *AVI-SPL*

Jul 2019 – Jan 2021 | Farnborough

- **Led a 6-person warehouse and logistics team**, managing the full employee lifecycle from recruitment through onboarding, training, and development planning.
- **Audited operations to identify process inefficiencies**, redesigning workflows to improve turnaround time and accuracy.
- **Managed high-value returns and box sales worth £700K+ annually**, tracking commitments and collaborating cross-functionally to deliver end-to-end.

**Customer Service Agent**, *proAV*

Feb 2018 – Jul 2019 | Egham

**Conference Operator, Team Leader**, *Yorktel*

Sep 2015 – Feb 2018 | Basingstoke

**Service Delivery Engineer (Technical support)**, *Yorktel*

Feb 2015 – Sep 2015 | Basingstoke

**Service Delivery Engineer (On-site support technician)**, *Yorktel*

Nov 2013 – Feb 2015 | Basingstoke

**Education**

**University of Bath**

Studied for BSc Physics

2010 – 2013 | Bath