Brett Lloyd Payne

Interim Senior Programme Manager / Programme Director
Project & programme leadership, solutions migration, & transformational expertise

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Professional Overview

Confident, enterprising & commercially-astute, with an impressive record of transformational programme delivery across B2B, B2C, consumer, transport & logistics, technology, SMEs, & global corporates sectors.

Internationally-experienced, having driven programmes impacting the UK, USA, Europe, Morocco, India, NZ, Australia & Singapore.

Highly accomplished & customer-facing, able to design, clearly articulate & execute a vision, roadmaps & delivery strategies.

Excellent interpersonal skills, & ability to communicate & negotiate concisely & articulately at all levels, able to translate between technical & non-technical audiences, bringing clarity to secure stakeholder buy-in.

Solutions-oriented & highly adaptable, with a history of success in streamlining complex business processes, delivering collaborative system upgrades & migrations, including supporting business divestments & trade sales.

Encouraging & inspiring as a Business Leader, having worked with internationally distributed teams, F2F & virtually, setting clear goals, enabling people to thrive by energising high-performing teams of staff, including team mentoring.

Instinctively knows 'what good looks like', adept at reading situations & people, rapidly solving problems, resolving long-standing issues, getting projects back on track, & delivering transformation to boost efficiency.

Key Skills & Expertise

Global Programme Management	IT Transformation Programmes	Process Redesign & Automation
Programme Rescue & Turnaround	Cloud Technology & Environment	Change Management & Adoption
Business Cases & Cost Analysis	Finance Systems Implementation	Senior Stakeholder Engagement
Strategic Planning & Prioritisation	CRM & ERP Platform Deployment	Budget & Resource Management
Governance & Progress Reporting	Application Migration & Integration	Outsourcing & Vendor Onboarding
Best Practice Techniques & Tools	Data Warehousing Project Delivery	Team Leadership & Collaboration

Interim Career Experience

Ansturo Limited
Managing Director, Interim Management Services   **Aug 2014 to Present**

Provision of interim business consultancy, project & programme leadership expertise, engaging on an assignment & contract basis with a portfolio of clients, delivering change, transformation & innovation.

Impellam Group
Programme Director – Core Finance Systems   **Q3 2021 to Q3 2022**

Full remit as Programme Director for leading the global implementation of D365 F&O across 35 disparate business units in the UK, USA, Australia, New Zeal& & Singapore. Engaged with the CEO, CFO & CIO.

Parachuted into the 'in-flight' programme 75% through completion, tasked with creating a standard D365 F&O template for use across all businesses & all regions.

End-to-end project & programme lifecycle management, encompassing planning, scope, budgeting & risk.

Managed end-to-end build, testing, training, & deployment across multiple countries & legal entities, utilising a new global standard Chart of Accounts.

Key contributions & successes:

- Successfully delivered multiple finance 'go-lives', involving up to 8m+ transactions per legal entity
- Engaged closely with the business, the project team, & the D365 partner to achieve deadlines

SJL Group
Interim Programme Manager   **Q2 2020 to Q2 2021**

Programme leadership & delivery, effectively engaging across three key programmes of work for a leading international logistics & transport business, operating primarily in Spain & Morocco, in addition to smaller satellite offices throughout Europe. End-to-end programme management, including planning, scope & risks.

Full remit for project management & support, including preparing business cases & engaging stakeholders.

Worked remotely throughout the Covid-19 pandemic, engaging collaboratively with the client's team which was distributed across locations in Spain, Morocco, Tunisia, UK, France & Netherlands.

Spearheaded the delivery of new Transport Management & ERP systems to fully-align the business across Europe, leveraging Safe X3, Sage X4 & &Soft TMS technologies.

Programme-led the E2E selection & deployment of a new CRM & Digital Marketing system across Europe.

Key contributions & successes:
- Led the relocation of the finance, IT, workshop, storage & maintenance teams from the existing site
- Project managed design & build of a new high value E2E operational sales process to support large deals

SK Sales, part of SIG Plc
Interim Project Manager   **Q3 2019 to Q1 2020**

Project leadership across SK Sales in the UK as part of a transformation effort to support the successful trade sale of the UK company to France Air, via SIG Air Handling in the Netherlands.

Definition & execution of a related training strategy & content, supporting change & transformation at branch level. Took the lead in engaging with staff & users across the business, optimising buy-in & ROI.

Focused on the design, build, test, train & roll-out of Microsoft Navision, impacting 63 staff in 11 branches, delivered in 130 working days & covering customer-facing & back-office operations & finance processes.

Key contributions & successes:
- Acted as the IT Advisor & Support for a TSA creation enabling the sale of the SK Sales along with the Air Handling Group to France Air, valued at in excess of £190m.

Steadmans, part of SIG Plc
Interim Project Manager   **Q1 2019 to Q4 2019**

Project delivery on an interim basis, engaging across Steadmans as part of a transformation initiative in as part of the £25m+ highly-successful corporate sale of the group. Multiple project management & roll-out.

Acted as a 'Trusted IT Advisor' & provided support for a Transitional Service Agreement (TDA), enabling sale whilst maintaining continuity.

Led the design, build, test, train & roll-out for an upgrade of a single out-of-date SAP instance to SAP SQL, located in the cloud.

Project planned & fully-costed the migration from legacy out-of-date finance systems across to SAP Hana.

Key contributions & successes:
- Designed & deployed an upgrade of SAGE instance to SAP SQL in the cloud for a sub-division
- Provided IT support for an office migration for Advanced Cladding, a major subdivision in the group
- Successfully provided support for a new SAP-based WMS system within Steadmans SAP as a pilot

SIG Plc
Interim Pan European Programme Manager   **Q1 2018 to Q4 2019**

Programme leadership & delivery, spearheading the successful implementation of a series of programmes & projects across the UK, France, Germany, Benelux & Pol& as part of a major group-wide transformation.

Delivered a New Master Data Management (MDM) system & related processes for the UK & Germany, utilising Rivers&. End-to-end project lifecycle management, including planning, scope, budgeting & risk.

Provided ad-hoc programme support for the Pricing Strategy, SnapLogic integration, & data warehousing projects.

Key contributions & successes:

- Successfully delivered new IFRS16 Estates & Finance system & processes for Europe, using Planon
- Project-led the implementation of a new eCompliance system for Europe, utilising Metacompliance

Moray Ltd
Interim Programme Manager – India IT Separation   **Q1 2017 to Q1 2018**

Programme leadership & delivery, engaging on a portfolio of 12+ individual projects based in India, aimed at creating a target environment for this programme was to ensure that the Fitness First India business was completely standalone & independent of the Global IT team.   Engaged with senior-level stakeholders.

Key role in delivering transformation & migration, enabling the India business to be divested & sold.

Full project & programme lifecycle management, including project planning, scope, budgeting & resourcing.

Led migration & implementation of a new Navision 2016 finance system, together with the installation of a finance archive on Nav 4.

Key contributions & successes:

- Drove implementation of a new SaaS-based, countrywide, CRM Sales system, utilising GymSales
- Established a new 'fit for purpose' COLO & the connection via a new LAN to 11 remote locations
- Oversaw the highly-successful creation & delivery of two new customer-facing website portals
- Implemented a new SaaS-based, countrywide, club membership system & associated processes

Fitness First Group, New Voice Media, Cambridge Cognition & L& Rover
Interim Programme & Project Manager   **Q3 2014 to Q4 2016**

Various programmes & projects implementing Microsoft Dynamics CRM, Podio & NPS across the businesses. More details available on request.

Pre Interim Career

Jul 2011 to May 2014	**Senior Director, Client Services EMEA**	**Citrix SaaS Division**

- *Full remit for all EMEA retention worth >£33m revenue p.a. across >21k customers*
- *Grew a customer services team from 4 to 28 people across 5 EMEA locations*

Aug 2004 to Jul 2011	**Programme & Transition Manager EMEA**	**IBM UK Ltd**

- *Held EMEA responsibility for the design, planning & costing of global 159 CRM transition project solutions, valued between £11m to £321m each.*
- *In 2010, supported £3 bn worth of transition solutioning, personally delivering £43m*
- *2007, personally designed the winning transition solutions, £408m new business*

Sep 2000 to Aug 2004	**Senior Consultant**	**IBM UK Ltd**
May 1992 to Sep 2000	**Director, Consultant to IBM**	**Lloyd Payne & Associates Ltd**
May 1988 to Apr 1992	**Associate Partner**	**Hurd Roll& Partnership**
Apr 1987 to Apr 1988	**Systems Manager**	**Turner Wright & Partners**

Education & Qualifications

Completed an extensive range of business education & training courses from project management to people management. A comprehensive list can be supplied on request.

Additional Information

UK Citizen   Excellent references available   **Flexible on location** for the right opportunity

Interests: Enjoys carrying out DIY projects at home & have put my architectural experience into practice by designing & building a villa in Dalyan, Turkey. Enjoys playing Badminton, mountain biking & other sports.