

Brett Lloyd Payne, Interim Manager

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CV



Summary

I am a committed, passionate Interim Manager with thirty-five years of business experience.

Having worked in customer facing roles for many different sized organisations both as leader and a team member, I am able to use my cross-industry experience to help you in three core areas of expertise:

- Programme & Project Management
- SaaS Customer Care
- CRM Design & Delivery

Over my career I have worked in thirty different countries, each with their own cultures and nuances. My experience has been in leading and managing large teams on the ground utilising strong leadership skills, confidence and straight talking.

I enjoy creating successful and dynamic relationships across all levels of an organisation and with their customers. I have successfully worked with businesses that have geographically dispersed cross-functional teams, exceeding business objectives and targets by leveraging the team's skill sets in the most appropriate manner.

I am a strong believer in transparency and ensure that all members of the organisation have the relevant information and facts to hand in a clear and concise manner. I focus on my customer's which in turn drives a positive and successful outcome for the business.

I am based near Portsmouth, Hampshire and travel all around the UK and Europe. I have full public liability and professional indemnity insurance cover. I may be available to support your organisation for as short or as long period as required. It is not unusual for me to be working with several customers throughout a week on contracted days.

Experience

Ansturo Limited: August 2014 – Present **Managing Director, Interim Management Services**

Delivering interim management services to a range of Ansturo customers. Major assignments have included:

Interim Programme Manage for India IT Separation Moray Ltd Q1 2017 - Q1 2018

Programme Manager for twelve individual projects in India. The target environment for this programme was to ensure that the Fitness First India business was completely standalone and independent of the Global IT team for the operation and support of the IT systems within the India business.

The projects included:

- The creation of a new COLO and the connection via a new LAN to 11 remote locations.
- The creation of two new customer-facing websites
- The migration of the Microsoft Office 365 to a new tenancy
- The implementation of a new set of security protocols
- The migration and the implementation of a new Navision 2016 finance system, together with the installation of a finance archive on Nav 4
- The implementation of a new Support Desk system
- The implementation of a new SaaS-based, countrywide, club membership system and all associated processes across 16 workstreams for two types of gym clubs.
- The implementation of a new SaaS-based, countrywide, CRM Sales system.

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This Programme was directed 50/50 split between the UK and onsite in India. There was a final deadline date of the 31st Dec 2017 for this programme, which was met on time and budget.

**Interim Regional
Programme Manager,
Advisor to the CIO
Moray Ltd**
Q4 2016 - Q4 2016

Researched and drove decision making regarding the rollout of PerfectGym, a SaaS solution membership software for the fitness industry, to India.

Gathered business requirements, gained an understanding of the supplier's methodology and investigated the proposed software capabilities and compared them with the business needs.

Ran workshops in Poland, India and the UK. Designed preliminary project plan and budget.

**Interim Advisor &
Programme Manager to
the CIO
Fitness First Group**
Q3 2015 - Q2 2016

Programme Managed the creation of an out of the box, configured only, Microsoft Dynamics CRM Online 2016 application with integration to the business website, 3rd party lead feeds and in-house membership management system.

The system was developed for use across multiple business areas including Club Sales, Corporate Sales, Club Contact Centre, Marketing and Reporting. Data visibility was across the estate driven by role and business unit to ensure segregation and security.

Templated for use across ten different countries, and >2000 end users. Reporting driven via both Microsoft Dynamics list views, dashboards and Microsoft PowerBI. Off-site lead generation activity linked via Microsoft PowerApps. Integration to in-house SQL database with SCRIBE software to complete membership sales and utilisation of Click Dimensions for instant connectivity between both Fitness First and external web forms, including the use of workflow to address any duplicate lead behaviour.

**Interim Project Manager
NewVoiceMedia**
Q3 2015

Working with the VP of Facilities to assess the impact of moving 250 staff from six discrete office areas to one single location. Designed the project timeline, interacted and gathered costings and inputs from multiple suppliers including ISP, data cabling, electrical, M&E, furniture, removals and landlords. Gathered costings, analysed cash flow impact and made recommendations.

**Interim VP of
Professional Service for
Cambridge Cognition**
Q3 2014 - Q4 2014

Worked across the business to create the strategic foundation for a Professional Services team linking Customer Services, Technical Support and Logistics alongside the Business Development and Data Management teams. Created a Global Key Account Management process, supported the development of a new CamCog product and assisted in the selection of a new ERP system. Introduced NPS across the business and drove the creation, analysis and review of all the existing and new Professional Services processes with clearly defined swimlaned responsibilities, ERP requirements, NPS touch points and resulting outputs.

**Interim Customer
Experience Consultant
for Land Rover.**
Q4 2014

Worked with the Land Rover team to create a customer assessment programme across all aspects of the Land Rover Experience Centres. Created scoring system based on NPS to rank the centres and highlight above / below the bar aspects of the visits. Assessed all franchised centres, created report and made recommendations to the board.

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Trustee & Business Liaison for the John Pounds Centre

Working alongside the existing customer facing team and board of trustees to develop business links between the trust and local businesses.

Citrix SaaS Division: July 2011 to May 2014 Senior Director, Customer Care / Client Services EMEA

Working across EMEA leading the Citrix SaaS Customer Care (aka Customer Success or Client Services) team. Striving to achieve the highest possible customer satisfaction, retention and growth within our base by maximising our customers' success through our 12 products across multiple channels.

- Held responsibility for all EMEA retention worth >£33m revenue p.a. across >21k customers through multiple sales and support channels and achieving an average of 91% retention rate.
- Created a process and series of campaigns that generated an average of £430k per month cross and up sell wins from a set of products whose average seat per month cost was £13.
- Grew a customer services team from 4 to 28 people across 5 EMEA locations.
- Drove the team strategically and tactically to meet the regional and global targets of retention, growth and customer satisfaction.
- Managed costs of delivery within budget across EMEA, ensuring the tool set was utilised where ever possible to minimise travel impact.
- Carried out customer visits once a week via webcam and f2f, both personally and with team members and fed back findings at executive level.
- Created the process and data snapshot for customer account planning across multiple segments with focus on the top 60 global accounts worth >£4m.
- Operated as the final EMEA escalation point for customer issues and renewal opportunities across >5000 large customers worth > £23m.
- Worked across multiple Citrix SaaS functions inc. Sales, Ops, Marketing & Finance to ensure strong working relationships and team work, despite disparate objectives.
- Drove growth, on-boarding, adoption and usage across all EMEA customers, allowing for specific customer marketplaces and business environments.
- Forecasted and reported on a weekly basis using factually based, in-house and personally developed forecasting systems that historically were >96% accurate on a quarterly cycle. .
- Collaborated with cross functional business Directors and VPs to run the EMEA Citrix SaaS organisation including recruitment, development, assessment, training, management and motivation of all Care / Client Services team members across EMEA.

IBM UK Ltd: August 2004 to July 2011 Executive Transition Programme Manager for CRM EMEA

Worked across EMEA leading and managing the business process outsourcing transition business for CRM with extensive client facing experience.

- Held EMEA responsibility for the design, planning and costing of 159 CRM transition project solutions valued between £11m to £321m each and to be implemented in various countries around the world.
- In 2010 I supported £3 billion worth of transition solutioning, personally owning the delivery of £43m worth. In 2007 I personally designed the winning transition solutions for in excess of £408m of new business for IBM.
- Interviewed, recruited, oversaw and managed through a virtual environment the 10 members of the EMEA transition team based in 4 countries and working across 10 countries during delivery.
- Carried out costing and pricing analysis of transition projects, which resulted in a 10% to 25% reduction in the customer's transition price without impacting the quality of delivery.
- Participated in, reviewing and improving transition solutions and delivery activities for all EMEA CRM projects.
- Supported and delivered on continuous improvement activities across the Global Process Service business.
- Worked across multiple outsourcing towers such as CRM, F&A and HR and on a day to day basis with internal work streams such as Sales, Pricing, HR, Financial Services, Learning Services and Delivery.

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- Owned and delivered multiple reports to Global VPs on varying subjects from solution progress to delivery project status.
- Developed and progressed the EMEA transition team by mentoring, carrying out performance assessments, creating individual development plans, training and ensuring delivery excellence.
- Held ownership of transition project budgets and team budget on a year to year basis. Managed the time reporting, expense reporting and project status reporting of the EMEA transition team, taking ownership of the total budget and allocation of time across the team members.
- Understood and implemented business controls compliance and participate in audits.
- Mentored team members both inside and outside of the business. Involved with local schools in a student facing role to help with interview techniques and the use of MS office.
- Part of a team the designed the core transition processes, methods and solutions used globally by IBM.

Personally delivered a number of projects, often being based in various countries around the world. A typical project may have between 30 to 2000 team members. Led the design build and set up of contact / delivery centres in the Bulgaria, Spain, Uruguay and Egypt and participated in building of centres in Ireland and the UK. An appendix of delivery projects & experience is available on request.

IBM UK Ltd: September 2000 to August 2004

Senior Consultant for IBM Business Consultancy Services

Worked on a range of CRM Siebel projects in Workstream Lead, Solutioning, Sales and Delivery roles.

Lloyd Payne and Associates Ltd: May 1992 - September 2000:

IBM CRM Contact Centre Assignments working as a consultant to IBM:

Ran my own successful Education and Training business, with a wide and varied client list from across the UK

Career in Architecture, July 1983 - April 1992:

Associate Partner, CAD Systems Manager, CAD Technician

Used, managed and grew Calcomp, RoboCad and Intergraph CAD systems across four different architectural practices in Buckinghamshire. CAD was leading edge technology at this time, which resulted in an Associate Partnership of a practice in four UK cities working in a group of 120 architects.

Education

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

Outside Interests

I enjoy carrying out DIY projects at home and have put my architectural experience into practice by designing and building a villa in Dalyan, Turkey. I follow Formula 1 extensively and supporting charities through mountain / road biking is a passion. In past years I have managed HPL Racing, a support race to the British Touring Car Championship and ran a sponsored professional European paintball team. I have a full driving licence.