

Brett Lloyd Payne, Interim Manager

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Appendix

Ansturo Interim Major Assignment Experience

Q2 2021 – Q3 2022: Interim Core Finance Systems Programme Director for the Impellam Group:

Leading a global implementation of D365 F&O across 35 separate business units in the UK, Australia, New Zealand, Singapore, and the USA.

Joined the project 75% through design completion. Managed the build, test, train, and deployment across multiple countries and legal entities utilising a new global standard chart of Accounts. Created a standard D365 F&O template to be used by all businesses in all regions. UK business heavily dependent on multiple integrations from multiple systems across SnapLogic with E2E dependency.

Managing multiple finance go lives with up to 8 million transactions per legal entity.

Working closely with the business, the project team, and the D365 partner to achieve very tight go-live deadlines. Sharing and communicating with the global CEO, CFO & CIO weekly.

Q2 2020 – Q2 2021: Interim Pan European Programme Manager for SJL Group:

Working with the board of directors to implement a number of transformational programmes for the European & Moroccan transport business including:

- • Audit of the existing programme of works
- • Finalisation of design, then build, test, train & deploy of a new Sage X3 and Sage XRT ERP
- • Finalisation of design, then build, test, & train of a new Andsoft traffic management system
- • E2E implementation of a new HubSpot CRM system

Due to the pandemic situation all work was carried out remotely via zoom & google meet. The client's team was based in Spain, Morocco, Tunisia, UK, France & Netherlands

Q1 2018 – Q4 2019: Interim Pan European Programme Manager for SIG PLC:

Interim Programme Manager for several programmes & projects across the UK, France, Germany, Benelux & Poland as part of a major transformation effort across the group. The projects included:

- New Master Data Management (MDM) system & processes for the UK & Germany utilising Riversand.
- New IFRS16 Estates & Finance system & processes for Europe utilising Planon.
- New Automatic Data Matching system for the UK
- New eCompliance system for Europe utilising Metacompliance
- New Supplier Rebates tracking system for the UK utilising Enable DealTrack.
- Adhoc Programme support for Pricing Strategy, Snaplogic Integration projects, data warehousing projects.

Q3 2019 - Q4 2019: Interim Project Manager for SK Sales, part of SIG PLC:

Interim Project Manager for SK Sales in the UK as part of a transformation effort to support the successful sale of the UK company to France Air via SIG Air Handling in the Netherlands. The projects included:

- The design, build, test, train and rollout for Microsoft Navision across 63 staff in 11 branches in 130 working days covering customer facing and back-office operations and finance process.
- The design and delivery of the training strategy and content to the branches.
- IT Advisor & Support for a TSA creation enabling the sale of the SK Sales along with the Air Handling Group to France Air worth £197m.

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Q3 2019 - Q4 2019: Interim Project Manager for Steadmans, part of SIG PLC:

Interim Project Manager for several projects across the Steadmans group of companies in the UK as part of a transformation effort to support the successful sale of the group to Kingspan for £27m. The projects included:

- The design, build, test, train and rollout for an upgrade of a single out of date SAP instance to SAP SQL in the cloud.
- The project planning and costing of three existing business units from in house and out of date finance systems to SAP Hana.
- The design, build, test, train and rollout for an upgrade of SAGE instance to SAP SQL in the cloud for a subdivision of Steadmans.
- IT Advisor & Support for a TSA creation enabling the sale of the Steadmans group to Kingspan.
- Advisor and initial IT support for an office move for Advanced Cladding, a subdivision of Steadmans.
- Support for a new SAP-based WMS system within Steadmans SAP as a pilot.

Q1 2017 to Q1 2018: Interim Programme Manager for India IT Separation for Moray Ltd:

Programme Manager for twelve individual projects. 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 Microsoft 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.

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.

Q4 2016 to Q4 2016: Interim Programme Manager, advisor to the CIO for Moray Ltd:

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.

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Q3 2015 to Q2 2016: Interim Programme Manager, advisor to the CIO for Fitness First Group:

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 behavior.

Q3 2015 to Q3 2015: Interim Project Manager for New Voice Media:

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.

Q3 2015 to Q2 2016: Interim VP of Professional Services for Cambridge Cognition:

Worked across the Cambridge Cognition business to create the strategic foundation for a Professional Services team linking Customer Services, Technical Support and Logistics.

Expanded on existing links between the three different teams and the existing Business Development and Data Management teams.

Worked with stakeholders to create and drive a Global Key Account Management process

Supported the development of a new CamCog product with emphasis on the Customer beginning-to-end lifecycle. Analysed and helped select a new ERP system that will work across Finance, HR, Professional Services and Business Development teams.

Kicked off NPS as cust sat score across the business. Introduced a benchmark exercise set up for the year close.

Created, analysed and reviewed all existing and new Professional Services processes with clearly defined swimlaned responsibilities, ERP requirements, NPS touch points and resulting outputs.

All deliverables were handed over to the customer on time and budget.

Q4 2014 to Q4 2014: Interim Customer Experience Consultant for Land Rover Group:

Worked with the organisation to create a customer satisfaction programme across many aspects of the business based on NPS. Highlighted above and below the bar aspects of customer facing business units. Created report and made recommendations to implement in 2015.

IBM Transition Delivery Project Experience

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Appendix

Q4 2010 to Q1 2011: IBM Delivery Centre Egypt: Led a multi-functional team in the instigation and set up of a brand new IBM cross tower, front & back office delivery centre in Cairo, Egypt. Despite being in the midst of the Egyptian Uprising, this project was successfully on budget with a short unavoidable overrun.

Q4 2009: TFL London: Ran the back office team for Road User Charging scheme with high levels of client and internal focus, following the go live of a completely new set of working processes and systems.

Q1 2008 to Q2 2009: BBVA Bank CRM Back Office: Ran the transition of 120 CRM back office departments from Spain to Latin America. Based in Madrid, and delivering both the onshore and offshore transition, the project involved resources spread across multiple countries. The project included the setting up of two new delivery centres in Latin America. Working with an extremely tough and demanding client, all five customer lines of business were successfully delivered on time and on budget.

Q4 2005 to Q2 2006: Kodak Imaging: Ran the EMEA transition project on an initially troubled account, with high customer and IBM internal focus. This was a multi tower deal moving 16 countries from EMEA into two IBM delivery centres across all aspects of the F&A area from General Ledger to Accounts Payable. Despite many challenges, in working closely with the customer to build trust, the project was delivered successfully across multiple go lives on time and on budget.

Note that during this time my role was working across EMEA leading and managing the business process outsourcing transition business for CRM and holding responsibility for the design, planning and costing of 159 CRM transition project solutions valued between \$20m to \$550m each. However I believe in having the ability to deliver on projects as well as manage the business, and this resulted in the above experience.

IBM Business Consultancy Services Project Delivery Experience

As a senior member of the IBM BCS Siebel Practice, I worked on a range of CRM Siebel projects in Workstream Lead, Solutioning, Sales & Delivery roles.

Q3 2004: Transition Manager & Workstream Lead for Virgin Media:

Ran the Transition Solution workstream for a period of time running up to the signing of a multiyear deal. The role included the organisation of all the transition activities prior to signing and interacting with the various members of the large engagement team, from pricing to Contract & Negotiations.

Q1 to Q2 2004: Senior Consultant & Workstream Lead, Orange Telecom:

Ran a workstream which wrote a detailed customer proposal that laid out a blended approach of workshops and eLearning for the educating of 1400 CRM staff spread over multiple UK locations. The proposal covered a complete new set of software systems, processes and behaviors. A deep understanding of the customer requirements needed to be gained through the extensive interviewing of the many stakeholders and their needs reflected in the documentation.

Q4 2003: Senior Consultant & Workstream Lead, Thomsons Media:

Ran a workstream consisting of IBM, customer and Siebel Professional Services resources through the high level design period of a fast track, detailed and complex Siebel CRM project involving both legacy and new systems. Managed staff from several different providers to ensure that deliverables were achieved to plan, and the relevant stakeholders were managed accordingly.

Q4 2002 to Q3 2003: Senior Consultant & Workstream Lead, Axa Insurance:

Ran a large team of Siebel resources and initially managed a number of sub contracting organisations regarding scope definition and pre-build phase of a complex CRM integration project. Reviewed

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competitors work deliverables and planned actions and requirements to allow the customer to reach the next stage of their CRM systems implementation.

Q4 2002: CRM & Siebel Consultant, Johnson & Johnson: Advised the CRM process design team and customer in the ideals of CRM, how it can benefit the business and the advantages that it offers the organisation. Ran business requirements workshops to define the Siebel solution.

Q1 2002 to Q3 2002: Norwich Union Insurance: Developed an education program for the customers CRM Marketing, Tele Business, Telesales and Direct Sales Forces and then delivered multiple TTT & actual training courses. Detailed the customer requirements for the Siebel CRM design through workshops across multiple UK locations for implementation by the Siebel Team

Q3 2001: Pan European Food Supplier, Norway: Assisted with the development of a project to provide a single CRM portal entry for the customer's internal staff and external suppliers through the use of Siebel.

Q2 to Q3 2001: The Post Office: Part of a Rapid Application Development team generating the world's first five point integrated Siebel.COM application. Ran multiple customer workshops around the E-Shop aspect of the project.

Q4 2000 to Q2 2001: Npower: Part of a small team designing the complete end to end CRM processes for a utility company. Jointly responsible for the Call Centres, Marketing and Sales workstreams, running face to face workshops with large numbers of the customer team on a daily basis, creating process links with each one of the workstreams. A high pressure environment drove the rapid design of processes which were then integrated into the Siebel application.

Q3 2000: Excel Communications: Standard testing data for excel project testing, including the research of correct and accurate data types.

Consultant to IBM experience:

Design & Set Up of the ibm.com Dublin Sales Centre (600+ People)

- Consolidated 12 EMEA countries into one Telesales / Telemarketing centre based in Ireland.
- Analyses of all existing sales processes and country CRM implementations
- Documentation of the complete end to end CRM process
- Managed the design and implementation through education to 600+ new call centre agents of multiple languages and skill sets

Design & Set Up of the ibm.com Greenock Call Centre (600+ People)

- Consolidated 12 EMEA countries into one Contact Centre based in Scotland.
- Designed, documented and managed process flows for all request types into the to handle.

Support to IBM EMEA HR Centre (120 + People)

- Designed an education package given to new HR agents covering full set of HR tools.

Design & Set Up of IBM CRM Message Management / Request Management (2000+ People)

- Worked with a small focused design team and designed, documented and implemented the Message Management process for 12 EMEA Countries.
- Converted all IBM CRM request types into call centre language, and then implemented the request types into a new CRM tool.
- Delivered briefing to all IBM Campaign Strategists across EMEA.

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Design & Set Up of IBM CRM Opportunity Management (1000+ People)

- Worked with a small focused design team and designed, documented and implemented the Opportunity Management process for 12 IBM EMEA Countries.

Implementation of IBM CRM Opportunity Management Field (1000+ People)

- Delivered the UK based implementation of a new software package used by IBM Field sales to run Opportunity Management.
- Advised teams in face to face briefings on individual business process and implementation rules.

Consulted on the Set Up of the IBM Greater China Group Call Centre (40+ People)

- Ran workshops that analysed potential call centre issues in the Far East and kick started the new call centre programme.

Consulted on a Configurator Project (2000 + People)

- Analysed and documented the process and tool methodology for utilising a set of three configurators including the use of real world scenarios.
- Distributed findings globally.

Implementation of Customer Complaints (1200+ People)

- Took the existing IBM customer complaints process and tools and implemented it into the ibm.com centres.