

# Brett Lloyd Payne

## Interim Programme Manager / Senior Project Manager

Programme & project leadership, solutions migration & transformational expertise

Waterlooville, Hampshire, UK | +44 (0) 7968 063 942

[brett.lloydpayne@ansturo.com](mailto:brett.lloydpayne@ansturo.com) | [www.ansturo.com](http://www.ansturo.com) | [www.linkedin.com/in/brettlloydpayne](https://www.linkedin.com/in/brettlloydpayne)

## Professional Summary

---

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

**Internationally experienced**, having driven programmes impacting the UK, USA, Europe, Morocco, India, New Zealand, Australia & Singapore.

**Highly accomplished** & customer-facing, able to design, clearly articulate & execute a vision, roadmaps & delivery strategies, including the turnaround of projects amid a burning platform.

**Excellent interpersonal skills** & ability to communicate, negotiate concisely & articulate 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 and 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  
Programme Rescue & Turnaround  
Business Case & Cost Analysis  
Strategic Planning & Prioritisation  
Governance & Progress Reporting  
Best Practice Techniques & Tools

IT Transformation Programmes  
Finance Systems Implementation  
CRM & ERP Platform Deployment  
Application Migration & Integration  
Process Redesign & Automation  
Change Management & Adoption

Senior Stakeholder Engagement  
Budget & Resource Management  
Outsourcing & Vendor Onboarding  
Team Leadership & Collaboration  
Excellent communication skills  
Building relationships

## Interim Career Experience

---

### Ansturo Limited

#### Managing Director, Interim Programme Management

**August 2014 to Present**

Provision of interim business consultancy, project & programme leadership expertise, engaging on a contract basis with a portfolio of clients, delivering change, transformation & innovation often in challenging, stressed projects in flight with an immovable Go Live deadline.

### Octopus Investments

#### Interim Head of Transformation & IBOR Programme Manager

**Q3 2023 to Q1 2025**

Developing & leading a team of transformation project managers across the Octopus Investments business that manages £10 billion of assets. Ran & delivered 9 projects and oversaw and guided a further 20 projects across all aspects of the regulated business from system transformations to overseas office setup.

In tandem with the primary role, Programme Manager of a complete IBOR, ABOR & OMS system replacement covering 16 years of data, 55 project team members, 23 systems and required integrations, implementing a cutting edge SaaS based IBOR system that was new to the UK. Took the project from inception through RFI, RFP, negotiation, high-level design and initial low-level design and ongoing build before passing to BAU.

**Key contributions & successes:**

- Owning and driving the most complex, lengthy and critical piece of transformation work in Octopus Investments to date.
- Growing, guiding and supporting a project management team with an approach & toolkit that can deliver effectively & successfully across the business.

**Octopus Investments****Interim CRM Programme Manager – D365 CRM****Q1 2023 to Q2 2023**

Programme Manager leading >100 people across 10 countries for a new D365 CRM system integrating with 20 applications via >100 integrations & decommissioning five legacy systems. Drove planning, risk management, UAT, E2E testing, training development, and delivery for >200 end users in the UK. Very complex Go Live procedures covered over 500 tasks, which also involved migrating 5 million data points.

**Key contributions & successes:**

- Hard deadline on a burning platform within a very short period of 4 ½ months resulting in an extremely successful Go Live for the business.

**Impellam Group****Interim Programme Director – D365 F&O****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 Zealand & 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, the UK, France & Netherlands.

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

Programme-led the E2E selection & deployment of a new HubSpot 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 more than £190m.

**Steadmans, part of SIG Plc**  
**Interim Project Manager - SAP**

**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.

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.

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.

**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 & Poland as part of a significant group-wide transformation.

Delivered a New Master Data Management (MDM) system & related processes for the UK & Germany, utilising Riversand. 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.

Played a key role in delivering transformation & migration, enabling the Indian business to be divested & sold.

Complete 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 process.

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

Various programs and projects implementing Microsoft Dynamics CRM, Podio, and NPS across businesses. More details available on request.

**Pre-Interim Career**

---

Jul 2011 to May 2014	<b>Senior Director, Client Services EMEA</b>	<b>Citrix SaaS Division</b>
	<ul style="list-style-type: none"> <li>- Full remit for all EMEA retention worth &gt;£33m revenue p.a. across &gt;21k customers</li> <li>- Grew a customer services team from 4 to 28 people across 5 EMEA locations.</li> </ul>	
Aug 2004 to Jul 2011	<b>Programme &amp; Transition Manager EMEA</b>	<b>IBM UK Ltd</b>
	<ul style="list-style-type: none"> <li>- Held EMEA responsibility for the design, planning &amp; costing of 159 global CRM Transition project solutions, valued between £11m to £321m each.</li> <li>- In 2010, supported £3 bn worth of transition solutioning, personally delivering £43m.</li> <li>- In 2007, I designed the winning transition solutions of £408m in new business.</li> </ul>	
Sep 2000 to Aug 2004	<b>Senior Consultant</b>	<b>IBM UK Ltd</b>
May 1992 to Sep 2000	<b>Director, Consultant to IBM</b>	<b>Lloyd Payne &amp; Associates Ltd</b>
May 1988 to Apr 1992	<b>Associate Partner</b>	<b>Hurd Rolland Partnership</b>
Apr 1987 to Apr 1988	<b>Systems Manager</b>	<b>Turner Wright &amp; Partners</b>

**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 are available from both C-level executives and individual contributors.**

**Interests:** I enjoy undertaking DIY projects at home and have put my architectural experience into practice by designing and building a villa in Dalyan, Turkey. It's great to wind down by playing Badminton, mountain biking, road biking, and kayaking.