

Brett Lloyd Payne, Interim Manager

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CV



Summary

I am a committed, passionate Interim Manager with thirty-eight 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 support your organisation as a Programme & Project Manager.

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:

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

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.

Interim Programme Manager for SJL Group Q3 2021 – Q2 2022

Interim Programme Manager for three key programmes of work for a international Logistics & Transport company primarily based in Spain & Morocco but with satellite offices across Europe. Working remotely throughout the global pandemic. The programs included:

- New Transport Management & ERP systems to transform & align the business across all of Europe utilising Sage X3, Sage X4 & AndSoft TMS.
- Selection, design, build & deployment of new CRM & Digital Marketing system across Europe utilising HubSpot.
- Project Management of the relocation of finance, IT, workshop, storage & Maintenance teams from the existing location to multiple locations in the area.

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- Project Management & support of the design & build of a new high value E2E operational process to support large deals utilising automated workflows.

Interim Project Manager for SK Sales, part of SIG PLC

Q3 2019 – Q1 2020

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 > £190m.

Interim Pan European Programme Manager for SIG PLC

Q1 2018 – Q4 2019

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.

Interim Project Manager for Steadmans, part of SIG PLC

Q1 2019 - Q4 2019

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 for >£25m. 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.
- 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.

Interim Programme Manager for India IT Separation for 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 to allow the business to be sold. The projects included:

- 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 SaaS-based, countrywide, CRM Sales system utilising GymSales.
- 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.

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- The implementation of a new set of security protocols.
- 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 utilising PerfectGym.

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 to avoid service fines. The programme was successfully on time and budget.

**Interim Regional
Programme Manager for
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. Ran workshops in Poland, India and the UK. Designed preliminary project plan, budget and delivery framework.

**Interim CRM Programme
Manager & Advisor for
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. Developed for use across Club Sales, Corporate Sales, Club Contact Centre, Marketing and Reporting. Templated for use across ten different countries, and >2000 end users. Reporting driven via both Microsoft Dynamics & Microsoft PowerBI. Off-site lead generation activity linked via Microsoft PowerApps.

**Interim Project Manager
for 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, assisted in the selection of a new ERP system. Introduced NPS across the business. Drove the creation of the Professional Services processes.

**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. Assessed all franchised centres, created report and made recommendations to the board.

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. Maximised customers' success through 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
- Grew a customer services team from 4 to 28 people across 5 EMEA locations.
- Managed costs of delivery within budget across EMEA
- 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
- Drove growth, on-boarding, adoption and usage across all EMEA customers
- Forecasted and reported on a weekly basis that historically were >96% accurate on a quarterly cycle.

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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.
- Reviewed transition solutions and delivery activities for all EMEA CRM projects.
- Worked across multiple outsourcing towers such as CRM, F&A and HR and on a day to day basis.
- 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.
- Understood and implemented business controls compliance and participate in audits.
- Mentored team members both inside and outside of the business.

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. Badminton, mountain & road biking is a passion. In past years I 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.