

GLOBAL PRODUCT PROGRAMME LEADER

Enterprise Software | Global Specialty & P&C Insurance | Programme Governance & Transformation

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£100bn+

GWP Supported

£50M

Acquisition

8

Products

~250

Staff

2,000+

Initiatives

£12M

R&D Budget

3

Integrations

Global Product Programme Leader with proven expertise orchestrating enterprise-scale software delivery across complex, regulated environments. Track record of building programme governance capability from inception through to acquisition-readiness in Global Specialty and P&C insurance software. Most recently accountable for the complete programme management function across an 8-product portfolio serving multi-billion dollar carriers — coordinating circa 250 staff, £12M R&D budget, and 2,000+ programme initiatives through a bespoke methodology conceived, designed, and implemented from first principles. Career-long progression through increasingly complex transformation and operational leadership roles, consistently delivering enterprise system implementations ahead of schedule and establishing governance frameworks where none previously existed.

CORE COMPETENCIES

Programme & Portfolio Management

- Multi-product portfolio coordination
- Dependency chain mapping
- Capacity planning & forecasting
- Resource & skillset allocation
- Hybrid Agile/Waterfall delivery
- Release coordination

Governance & Controls

- Steering Committee leadership
- Design Authority frameworks
- Technical Control Board
- Risk register management
- Executive reporting & observability
- M&A due diligence

Transformation & Operations

- Enterprise system implementation
- Digital transformation
- Process redesign (Lean Six Sigma)
- Change management
- ISO 9001 & compliance
- Vendor & client coordination

Domain Expertise: Global Specialty Insurance • P&C Software • Policy Administration • Claims Management • Lloyd's Market • Blueprint Two • Underwriting Workbenches • Exposure Management • Systematic Artificial Intelligence • Reinsurance

Tools & Methods: Microsoft Project / Project Online • Executive Dashboards • SAP • CRM Systems • BI Reporting • Jira • Confluence • Agile/Scrum • Waterfall • PRINCE2

Emerging Capability: Practical LLM integration • AI-augmented analysis tooling • Knowledge Graph Architecture

EXPERIENCE

Global Product Programme Lead | Sapiens AdvantageGo

Global Specialty & P&C Insurance Software | Acquired for £50M (2025)

2024 - 2026 | Reporting to Chief Product Officer

Served as the leading managing force across all annual product management processes for a global enterprise software vendor serving multi-billion dollar specialty insurers. Operated as the single point of coordination across 8 products, circa 250 staff, and 3 post-acquisition integrations with Sapiens global portfolios. Accountable for full programme governance including road mapping, budgeting, capacity planning, resource and hiring requirements, dependency chain mapping, resource and skillset allocation, portfolio coordination, and production of all formal company governance, observability, and executive reporting.

Programme Management Framework (Conceived, Designed & Implemented)

- Conceived, designed, developed, and managed a comprehensive Microsoft Project-based global programme methodology — enabling meticulous coordination of 2,000+ programme initiatives with full upstream and downstream dependency mapping
- Established organisation-wide clarity ensuring every programme lead, scrum team, and individual contributor understood their workstream, effort allocation, capacity constraints, and dependency relationships
- Formalised and institutionalised SteerCo, Design Authority, Technical Control Board, Risk Register, programme kick-off, and governance processes — delivering consistent, cohesive, and accurate documentation across the entire portfolio

- Architected hybrid methodology enabling agile programmes to coexist with waterfall delivery, identifying optimal applicability and ensuring seamless coordination between methodologies

Governance & Executive Reporting

- Owned capacity planning for all product resources and £12M annual R&D budget using proprietary 'Clarity Framework' incorporating Microsoft Project Online and custom executive reporting dashboards
- Established and chaired Global Steering Committee with 5 Directors, 6 Product Managers, and 2 Delivery Heads — maintaining 14 consecutive monthly sessions where no governance previously existed
- Produced all Product Board reporting and executive observability, providing leadership with comprehensive visibility across the entire programme landscape
- Achieved 90% risk mitigation before escalation; reduced issue resolution time from 2 months to 1 week through proactive governance

Client Delivery & Implementation Coordination

- Led end-to-end programme management of all ecosystem integrations (capacity planning, cross-functional/cross-product/external dependency mapping, tracking, and delivery coordination) including PPL, ACORD, and the first 2-way Whitespace integration — establishing critical Lloyd's Market connectivity across the product portfolio
- Led and coordinated all implementation and change programme leads across multi-billion dollar global carriers including AXA and Chubb
- Coordinated change requests, implementation sequencing, and product integration across the full client portfolio
- Enabled first new customer win in 18+ months — subsequently delivered as the fastest implementation in company history (12 weeks)

Strategic & Transformation Impact

- Fundamental contributor to transformation from unrated vendor to Everest Group Leader status and evolution of the Underwriting Workbench into an Intelligent Business Management System
- Led comprehensive product due diligence supporting successful £50M acquisition, providing thorough professional documentation of programme maturity and delivery capability
- Assisted CPO with post-acquisition resource restructuring and integration planning across three global portfolios
- Identified £1.2M R&D budget misallocation (10%), protecting development resources and retaining critical capability
- Awarded salary promotion and retention bonuses in recognition of strategic importance to the organisation

Operations & Program Manager | Ingersoll Rand (Harrier Pneumatics)

NYSE-Listed Industrial Group | National Multi-Site Operations

2020 – 2024

Appointed to lead national enterprise system implementation and operational transformation programme across 4 locations. Tasked with consolidating fragmented legacy systems, establishing standardised processes, and driving operational excellence across the UK business unit.

- Delivered enterprise CRM integration in 13 months against 24-month timeline — consolidating multiple legacy systems into unified platform whilst maintaining business continuity
- Achieved >20% workflow efficiency improvement through end-to-end process redesign and standardisation across all sites
- Transformed engineer utilisation from 33% to 75% through Lean Six Sigma process redesign — directly improving service capacity and revenue potential
- Led successful ISO 9001 accreditation and industry-specific certifications, establishing quality management framework across the business

Transformation Manager | Harrier Pneumatics Ltd

2017 – 2020

- Recruited to drive comprehensive digital transformation of a traditional paper-based operation. Scope encompassed full technology adoption, process re-engineering, and commercial growth strategy.
- Executed complete digital transformation from paper-based to CRM-enabled operations — achieved full organisational adoption within 6 months through structured change management
- Delivered 250% revenue growth (£20k to £70k monthly) through systematic new account acquisition enabled by improved operational visibility and capacity
- Established operational foundations and governance that supported subsequent Ingersoll Rand acquisition and integration

Operations & Logistics Manager | Atlas Copco (Multibrands)

Global Industrial Manufacturing | Promoted from Technical Support Engineer (2009)

2013 – 2017

Progressive career advancement through technical and operational roles, culminating in leadership of nationwide ERP transformation programme. Served as sole Business Key User for SAP implementation, bridging technical requirements with operational realities across a 50+ person team.

- Led nationwide SAP transition as sole Business Key User — delivered on time and 10% under budget whilst maintaining operational continuity throughout migration
- Reduced stockholding by 20% whilst simultaneously improving fast-mover availability through development of custom BI reporting and demand forecasting
- Designed and implemented digital warranty system reducing customer claim processing time by >20%, improving customer satisfaction and reducing administrative burden
- Built foundational expertise in enterprise systems, change management, and operational transformation that underpins subsequent career progression

ENTREPRENEURIAL VENTURES

Creator & Technical Lead | PRAXIS – Project Management Intelligence Platform

2026

Building an enterprise project health assessment platform that transforms manual programme review into automated, methodology-driven analysis. Architected full-stack solution encoding 10+ years of programme management expertise into a Neo4j knowledge graph with 100 methodology constraints.

- Built native OAuth integrations with Jira and Asana enabling scheduled sync and real-time analysis – Azure DevOps integration planned
- Designed and created a system allowing full visibility and tracking of cross-project dependencies – A capability absent from Smartsheet, MS Project, and native PM tools
- Deployed production platform with 250 unit tests, FastAPI backend, React frontend
- Created scoring algorithm that delivers 30-second health reviews
- Integrated AI assistant that queries the knowledge graph via 15 specialized tools — all responses grounded in actual project data, not generative assumptions

Co-Founder & Director | TP (Financial Trading Education)

2019 – 2022

Founded, scaled, and operated a financial trading education business from inception to sustainable profitability — generating sufficient revenue to support family income for three consecutive years whilst maintaining full-time employment. Built complete operational infrastructure, client management systems, and compliance frameworks to serve 200+ concurrent clients within a regulated financial services environment.

- Scaled from zero to 200+ concurrent clients through systematic acquisition, onboarding, and retention processes — demonstrating ability to build and manage operations at scale
- Established partnerships with FCA-regulated institutions, navigating compliance requirements and building commercial relationships within regulated financial services
- Featured in Yahoo Finance for industry contribution and business growth

REFERENCES

Professional references available upon request, including senior executive stakeholders from:

- C-suite leadership within global specialty insurance software vendors
- Programme and delivery leadership from multi-billion dollar global carriers
- Senior operational leadership from NYSE-listed industrial organisations

AREAS OF EXPERTISE

Programme Management: Programme Delivery, Portfolio Management, Multi-Product Coordination, Roadmap Planning, Release Management, Dependency Management, Capacity Planning, Resource Allocation, Budget Management, R&D Governance, Delivery Governance, Programme Governance, SteerCo, Steering Committee, Design Authority, Technical Control Board, Risk Register, Risk Mitigation, Issue Resolution, Programme Kick-off, PMO, Project Management Office, End-to-End Delivery, Cross-Functional Teams, Matrix Management, Stakeholder Management, C-Suite Reporting, Executive Reporting, Product Board, Change Management, Business Change, Transformation Programme, Digital Transformation, Enterprise Transformation, Operational Transformation, Process Redesign, Process Improvement, Continuous Improvement

Insurance & Software: Global Specialty Insurance, Property & Casualty, P&C Insurance, Commercial Insurance, London Market, Lloyd's Market, Lloyd's of London, Blueprint Two, Core Data Record, CDR, iMRC, Underwriting, Underwriting Workbench, Policy Administration, Claims Management, Billing, Exposure Management, Reinsurance, Delegated Authority, MGA, Managing General Agent, Coverholder, Syndicate, Insurance Software, Enterprise Software, SaaS, Cloud Platform, Guidewire, Duck Creek, Majesco, Sapiens, InsuranceSuite, PolicyCenter, ClaimCenter, BillingCenter, Core Systems Modernisation, Platform Implementation, System Integration, API Integration, Digital Gateway, Straight-Through Processing, STP,

Methodologies & Frameworks: Agile, Scrum, Kanban, Waterfall, Hybrid Agile, Scaled Agile Framework, PRINCE2, Lean Six Sigma, Six Sigma, Lean, DevOps, CI/CD, Software Development Lifecycle, Agile Delivery, Sprint Planning, Backlog Management, User Stories, Acceptance Criteria, Definition of Done, Retrospectives, Agile Transformation, Agile Coaching, Agile Methodology, Iterative Delivery, Incremental Delivery

Technology & Tools: Microsoft Project, MS Project, Project Online, Project Server, Jira, Neo4j, Graph Databases, Python, FastAPI, React, LLM Integration, Azure DevOps, Trello, Monday.com, Smartsheet, SAP, Salesforce, CRM, ERP, Business Intelligence, BI Reporting, Power BI, Data Analytics, Predictive Analytics, Artificial Intelligence, AI, Machine Learning, ML, Systematic AI, Automation, Robotic Process Automation, Digital Automation, Workflow Automation, API, REST API, XML, JSON, Cloud Computing, AWS, Azure, Microsoft 365, SharePoint, Teams

Commercial & Strategic: M&A, Mergers and Acquisitions, Due Diligence, Product Due Diligence, Acquisition Integration, Post-Merger Integration, Business Case Development, ROI Analysis, Cost-Benefit Analysis, Vendor Management, Third-Party Management, Client Delivery, Implementation Management, Customer Success, Account Management, Relationship Management, Contract Negotiation, Commercial Acumen, Revenue Growth, Profit & Loss, P&L, Budget Ownership, Financial Governance, Regulatory Compliance, FCA, ISO 9001, Quality Management, Audit, Governance Frameworks

Leadership & Soft Skills: Senior Stakeholder Management, Executive Communication, Board Reporting, Team Leadership, People Management, Mentoring, Coaching, Conflict Resolution, Negotiation, Influencing, Facilitation, Workshop Facilitation, Presentation Skills, Written Communication, Documentation, Technical Writing, Problem Solving, Critical Thinking, Strategic Thinking, Decision Making, Prioritisation, Time Management, Adaptability, Resilience, Results-Driven, Detail-Oriented, Self-Motivated, Collaborative, Cross-Cultural Communication, Remote Team Management, Global Team Coordination, Offshore Coordination, India Delivery, UK Delivery