

Amit Ash-Patel

Business Transformation – Programme Director

Award-winning programme leadership, people-first transformation, unlocking growth

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Professional Overview

Transformative, pragmatic & commercially-astute, with a portfolio of transformation programme delivery across B2B, B2C, financial services, banking, FMCG, SaaS, and international corporate market sectors.

Award winning, recently recognised as '2023's Business Development Specialist of the Year'.

Impressive interpersonal skills, with the ability to communicate and influence at Director / C-Suite level, translating between programme & business audiences, bringing clarity to build stakeholder confidence.

Leverages a 'people first' approach to delivering change, bringing together teams of project, client and 3rd party resources, mentoring and empowering individuals to build communities that champion business change.

Complex project & programme experience, customer-centric and outcome focused, meeting strict deadlines, managing programme budgets, delivering transformation, and evolving the overall business.

Accomplished in having delivered diverse global-scale transformation programmes with budgets of £20m+, bringing experience from a range of sectors, challenging outdated ways of working & processes.

Career Highlights

- **Operational Transformation.** Identified and implemented measures at The Marketing Practice to drive a projected £8.7M of growth in EBITDA across 2025.
- **M&A Integration.** Delivered the merger and operational integration of the UK's leading retail payment processors with zero downtime to systems that handle over £18.4 billion every day.
- **Regulatory Projects.** Negotiated with the Bank of England and FCA to achieve designation of a new UK retail payment system operator (Pay.UK) – the first designation awarded in over 30 years.
- **Global Scale Programme Management.** Delivered the independent risk and compliance audit of HSBC's global banking operations, leading SMEs to assess 3 billion data points across 6 continents.
- **Implementation & Adoption.** Slashed agency fees and operating costs at Coty by £300k through the development and implementation of a bespoke marketing platform across 7 global media agencies.

Key Skills & Expertise

Programme Management	HR Integration & TUPE	Software Implementation
M&A and Operational Integration	Governance, Controls & Reporting	Regulatory Change
People-First Transformation	Cross-Function Process Design	Risk & Issue Management
Critical Process Improvement	Finance Transformation	C-Level Stakeholder Management
Business Analysis & Data Analysis	People / HR Transformation	Problem Solving & Decision Making

Career Experience

The Marketing Practice | Marketing & Media Programme Manager (Contract)

May 2024 - Present

Leadership of a global integration programme following the acquisition of 5 marketing agencies, addressing business strategy, financials, people, processes and systems to drive improvements in group EBITDA.

Key contributions and successes:

- Delivered £1.2M in operational cost-savings in addition to measures projected to achieve an incremental £7.5M in EBITDA growth across 2025.
- Innovated solutions to address issues within commercial and operational governance.
- Redesigned cross-functional processes to establish real-time operational dashboards and reporting.
- Novated 400 suppliers and 120 clients across 14 legal entities with zero impact to revenue.

NHS Scotland | Healthcare Services
Programme Manager (Contract)

Jan 2024 – April 2024

Delivered a nationwide survey across 900 GP practices to identify efficiency and improvement opportunities across the organisation.

SHL | Software & Technology
Programme Manager (Contract)

Aug 2021 to Dec 2023

Leadership of a global central services transformational programme, including design and implementation of new service models for a \$200m order-to-cash and \$15m incentives function.

Operated cross-functionally to improve critical processes, increasing productivity and enabling consistency.

Key contributions and successes:

- Reduced customer-impacting internal SLAs by 80%, increasing customer retention by 6%.
- Improved finance & HR data quality by 84%, realising a \$400k saving in annual operating costs.
- Identified and remediated sensitive compliance & audit issues across the Asia sales ledgers.
- Resolved \$12m in unbilled invoices and \$20m in aged debt, over and above SoW deliverables.

Flutter Entertainment Plc
Project Manager (Contract)

Apr 2021 to Jul 2021

Developed real-time centralised dashboards to report on global marketing performance, leveraging PowerBI to enrich insight-based strategy planning and cross-business data consistency.

Delivered a series of cross-functional workshops to accurately identify baseline requirements and rationalise contradictory data definitions, prior to handing designs over to technical teams for implementation.

Coty | Personal Care Product Manufacturing
Project Manager (Contract)

Mar 2020 to Mar 2021

Project Lead to deliver the standardisation of global media purchasing processes, implementing a new service model across 7 global media agencies and deploying a bespoke centralised marketing platform to improve media planning efficiency and increase controls across purchasing approvals.

Directly managed & co-ordinated two UK-based 3rd party developers, ensuring on-time & budget delivery.

Key contributions and successes:

- Designed innovate processes workflows and automation to reduce annual agency fees by £300k.
- Leveraged Agile methodologies for the development of a bespoke marketing platform, deriving both functional and technical requirements through end-user workshops.
- Decommissioned four legacy systems, ensuring business critical data was archived or migrated.
- Delivered training & onboarding of 1200 users across 40 countries, achieving a 97% adoption rate.

Bank of America Merrill Lynch
Project Manager (Contract)

Dec 2019 to Feb 2020

Project lead within a leading international investment bank, tasked with implementing a critical upgrade to an internal communication platform to address urgent security & functionality issues.

Engaged with senior-level stakeholders, including the Head of Internal Systems, and Technical Lead.

Pay.UK | Financial Services
Project Manager (Contract)

Sep 2017 to Nov 2019

Programme lead for the merger of the UK's four largest retail payment companies to form the UK's new £6.7 trillion home for retail payments, the biggest merger in UK retail banking & finance for 30 years.

Negotiated across a complex regulatory landscape to receive authorisation to proceed with the merger, including the Bank of England, FCA and UK Government.

Owned all project workstreams, spanning Operations, Legal, Finance, HR, Communications & Risk to balance transformation activities with maintaining real-time payment operations, critical to the UK economy.

Key contributions and successes:

- Negotiated with regulators at the Bank of England to secure designation of a new payment system operator, the first new designation awarded in over 30 years.
- Delivered an enterprise-wide Target Operating Model redesign, along with subsequent consultation and the TUPE transfer of over 350+ staff and benefit/compensation integration.
- End-to-end delivery of a central services transformation programme (IT, HR, Finance), defining and implementing the centralised service model to support the payment operation functions.
- Successfully maintained £18bn/day payment processing activity through regular risk workshops, business impact assessments, and an SME operations working group.

**UK Finance | Financial Services
Project Manager (Contract)**

Apr 2017 to Aug 2017

Project leadership for the £8m merger of the UK's 6 leading trade associations, overseeing legal, operations, premises, policy, procurement, branding and internal comms workstreams.

Key contributions and successes:

- Collaborated with two global law firms to deliver the multi-million pound merger within 8 weeks.
- Co-ordinated the consultation and TUPE transfer of 400 staff into the new operating model.
- Delivered end-to-end HR Integration, including benefits, compensation and policy.
- Oversaw and delivered the fit-out and relocation to a new £750,000 premises.

**HSBC
Project Manager (Contract)**

May 2015 to Apr 2017

Project leadership and delivery of three consecutive annual independent risk and compliance audits of HSBC's global retail payment operations, spanning 169 business units globally.

Leadership, management and motivation of 20 Analysts and Regulatory SMEs, including mentoring.

Successfully delivered audit reports to meet complex FCA standards within exceptionally tight timescales.

Key contributions and successes:

- Successful analysis of over 3 billion data points, spanning over 100 countries across 6 continents.
- Managed a complex landscape of global stakeholders to resolve irregularities in data submissions.
- Used Excel and VBA to automate sections of the analysis, reducing delivery timelines by 72%.

Early Career

Sep 2015 to Jan 2016	Founder & Director	The Young Geeks
Sep 2014 to Apr 2015	Head Volunteer	Science Museum Group
Mar 2014 to Aug 2014	Business Analyst	British Petroleum (BP) plc
May 2011 to Jun 2013	Community Champion	The Pokémon Company International

Education & Qualifications

Oxford University

Mechanical Engineering
- Enrolled on a prestigious course at Oxford, before electing to pursue other opportunities.

Dr Challoner's Grammar School

5 x GCE A-Levels at Grade A*; 12x GCSEs at A*
- Achieved grades and academic performance in the Top 0.1% of all UK students.