**Mr VELJI NARAN**

**+44 (0) 7811337807 │ veljin1@yahoo.co.uk | London, UK**

I’m an experienced and progressive interim director, architect and transformation professional, a creative thinker and a lateral leader. With over 20 years global experience successfully defining, architecting and driving complex transformation programs in matrix organisations. I am currently a senior advisor, initiator, shaper and driver of change - aligning and modernising technology with business goals by evaluating the impact on people, process and technology, through strong stakeholder engagement, solution innovation and architecture improvements across Retail, FMCG, Financial (Insurance & Banks), Media, Publishing, Logistics, Travel, and Pharma.

My core competencies are joining dots across an extensive Operational & Technical landscape across multiple business units, lateral leadership, big picture thinking, as well as delving into the detail to find solutions where needed, and bridging the gap between business, IT and data. My strength in lateral thinking, commercial acumen, and grounding in technology has enabled me to deliver tangible performance and financial benefits on programmes over £100M in value.

# **Key Skills & Attributes**

* Lead, manage, drive and deliver effective business change, digital transformation, continual improvement programmes, integration and innovation through intelligent use of IT by effective stakeholder management at all levels through winning hearts and minds
* Develop and deliver IT, IS, Digital and Innovation strategies directly aligned to and integrated with the business strategy producing a typical ROI
* Manage multi-million budgets and provide full cost visibility, investment opportunities, and oversight of large complex change programs and projects
* Establish clear governance, control, processes and procedures to assist decision making
* Manage, mentor and guide staff to grow and develop with the business
* Pragmatic, Passionate, Innovative, Resilient, Resourceful, and sees problems as opportunities to grow

**Skills Summary**

Architectural Leadership Global Team Leadership CEO/CIO/CTO Advisory

Digital Transformation Business/IT Budgets Control Resource management

Innovation Labs Stakeholder Engagement CRM, SOA, Integration, IaaS

Change management Programme Management Data, Big Data, EDW, MDM

Agile Programmes SaaS, PaaS, RF(x) TOGAF Security/Risk Management

Governance Models Prince II, PMI, Agile, SAFe Multi/Omni Channel Transformation

# **Key Achievements**

3 board level roles, 3 large and complex Business Transformation programs, 1 large and complex Target Operating Model, 1 divestment, 3 complex acquisition integrations,

**Professional Experience**

**Nov 2018 – June 2019 Dentsu Aegis Network**

##### Enterprise Data Architect/Head of Data & Information

Currently engaged in establishing an agile, flexible, and progressive Global Digital Strategy & Data Management function for this leading media organisation. Setting the long-term data strategy, identify data sources, data owners, data stewards across multiple geographies. Creating Conceptual Data Models for Finance, HR, Sales etc. Identify GDPR data candidates, data security enhancements, MDM approaches, Data Migration patterns and program management, build a consensus in the organisation to work within a controlled data framework (Governance, data model control etc).

**Mar 2018 – Oct 2018 UBM (Part of the Informa Group - Media/Events Management)**

##### Interim Head of Data/Lead

Leading a complex digital & data transformation program; ensuring that the strategy and architecture reflect the future opportunities available to this organisation; providing direction on technology needs, data & integration approaches, delivery methodology, and future state alignments.

* Rationalised the existing data architecture, defined and prioritised the roadmap to achieve 2018 work packages and planned for 2019 roadmap achievements
* As part of the roadmap a more consistent global data management approach was proposed and implemented which aligns, Global CDM was created which allows to persist and masters UBM data internally prior to consumption by cloud platform services e.g. SFDC, Dynamics, Eloqua, Workday etc.
* The changes are being delivered through the backdrop of UBM being acquired and merged into a larger organisation (Informa Group) – Identified the necessary blueprint requirements (resources, outsource partners, data alignment deliverables, costings, program alignment across Digital, Marketing & Sales for a successful integration of these 2 large organisations (Systems & data integration to be delivered by Q3 2019).

**Feb 2017 – Jan 2018 Diageo Plc**

##### Lead Data Architect (Advising the Leadership Team)

Improving the way Diageo does business through digital innovations in IT and ways of working. Putting together the global information strategy and roadmap, leading the change for this global drinks brand.

* Digital transformations; working on a global scale, overseeing builds, sprint planning, stakeholder management, and team leadership
* Revitalised the corporate data architecture; Finance, Treasury, Tax, Legal, and HR. Advising and providing clear governance to delivery partners (EY, Deloitte, Workday, Accenture etc) across a global portfolio of work.
* Worked with partners to ensure global alignment of data and integration processes (Metadata, Taxonomy, MDM, DQ) while minimising impact to projects as much as possible.
* Modernised the IT approach; through thorough “as-is” gap analysis and agreeing the achievable “to-be”. Reviewed & recommended global IT development to be moved onshore for key systems; support movement offshore, and identification of SaaS partners to deliver on business requirements. Shaped the move onto AWS, IaaS, PaaS, SaaS, and DevOps.
* Reviewed and initiated the migration of data from SAP Finance on-prem to S4/Hana and other suitable SaaS providers.
* Optimised the Innovation team and the digital transformation program; Refocused from regional to global; Uplifted the digital stack to explore and incorporate new thinking and take advantage of Innovations (RPA, Block Chain, Machine Learning, AI etc)
* Initiated the transition plan from fully on-prem solutions to cloud hosted, through a business prioritisation process
* Improved the data management function across global jurisdictions; Putting in appropriate Governance, Canonical Data Modelling, Data Lake creation, Data management team inception, Machine Learning, Deep analytics, cyber security, and GDPR compliance
* Prompted stakeholders to drive the business strategy, and to then mentor IT to deliver a globally aligned strategy for the whole organisation.

**Nov 2015 – Oct 2016 Deloitte (Client: Digital Railway/Network Rail)**

##### Chief Architect (Digital, Data & integration)

I created the Data Strategy and Architecture approaches involved in building an architecture driven business case to secure £38 Billion of government funding for the Digital Railways; Managing internal (NR) and external stakeholders (UK Rail Franchise companies, European rail operators) to deliver on the Digital Transformation Strategy.

* Created and Led the onsite innovation team to develop smart IT Capabilities by identifying creative future directions in people, technology, and business processes. How to creatively deliver value for money through enhanced passenger and customer experiences. Promoted Machine Learning, AI, investigated block chain, and more progressive analytics
* Developed a comprehensive enterprise-wide Digital framework covering data governance, data quality, metadata, web and mobile development approaches and resource requirements, high level sprint planning.ls. Defined a multi-year roadmap for DR with a focus on addressing their unique data management challenges, in essence a progressive, flexible/extendable overarching digital roadmap.
* Defined and created roles and responsibilities for the Data Management organization: Data Owner, Data Steward, Data Quality Admin, Technical Data Owner, Science Data Teams, Data Architecture, CDO
* Defined a centralized Data Governance structure to align all the necessary roles and provide proper oversight. Chairman of the Data Governance Council, ensuring data elements are standardized as much as possible
* Promoted Data management principles focused on Data Ownership by Business and organization of responsibilities by Data Domains, identification of MDM candidates and initiated the onset of the MDM program
* Reviewing complex technical legacy landscape, application rationalisation and modernisation paths to provide a progressive and flexible future for Digital Railways
* Analysed and challenged stakeholders on existing processes, applications and data systems, suggesting short term improvements, developing long term vision for more complex scenarios. Putting lean IT governance framework where required.

**Apr 2015 – Nov 2015 TNT**

##### Enterprise Data Architect (Global Digital Transformations)

Enhancing and agreeing global data strategy with all stakeholders; Delivering agile digital architecture and a progressive implementation to rationalise, migrate and refresh 1000+ legacy applications to a small core strategic set of flexible applications on Cloud platforms

* Re-structured the teams to deliver the first phase of strategy; CRM Salesforce (for enhanced marketing and sales lead generation), New web-based portal for commercial and public customers, re-design of global distribution depot process to account for increased traffic, initial finance transformation approach within TNT, managing consulting resources (Accenture, BCG) to deliver to business requirements
* Led a global transformation team; aligning functionality, planning scrum of scrums, managing business engagement.
* Challenging and changing existing assumptions on why things are achieved in a particular way, improving and having input into the ‘Simplify & Transform’ program; Architectural Design Documents, data migration strategy, logical/physical data models, MDM processes etc; managed suppliers and stakeholders to deliver other artefacts
* Initiated the Big Data enablement program, looking at how this can enable TNT’s future strategy: Reviewed NoSQL, Hadoop, Hive, Casandra, elastic search tool and technologies would work in harmony with other TNT systems
* Created the multiyear remediation plan for customer data quality including monitoring of the Customer Database seeking optimal data quality for TNT to perform its duties
* Data Design Authority, challenging projects to justify and deliver to agreed and validated design standards and processes
* Involved in the selection of tools, technologies and their optimal road to delivery
* Shaped the Enterprise Data Model, roadmap for delivery into the different work streams, and the data migration roadmap

**Sep 2014 – Dec 2014 ShapeCast**

##### Client (Bank of England) Chief Architect (CIO & Leadership Team Advisory - Strategy & Architecture)

* Re-assessed the existing technical architecture and business processes involved in acquiring complex risk data from financial institutions to propose strategic and tactical quick wins.
* Gained ‘buy in’ from senior stakeholders for process change, managed external suppliers and internal stakeholders (CIO) to deliver information artefacts to enable strategic review
* Created high level artefacts (blueprint, data flow diagrams, data migration strategy, big data evaluations, high level data strategy document, high level data warehouse & analytics patterns etc) which documented the ‘as-is’ technical landscape, and defined strategies to improve this process.
* Oversaw and managed the transition of all functions related to data administration, data warehousing, business intelligence, data governance, data integrity, data reporting, and data access across the organization
* Proposed a new progressive approach to acquire, integrate, persist and utilise data to senior stakeholders, gained their buy in for blueprint approach

##### Client (John Lewis Partnership) Lead Digital Architect – Multi/Omni Channel, Data & BI

* Evaluated John Lewis Partnership’s existing online omni-channel ecommerce strategy (inc. existing architecture, data, big data, BI, analytics pattern, programmes of work, and delivery model to promote increased rigour in IT programmes.
* Re-defined the future strategy roadmap for the omni-channel programme. analysing the new challenges / opportunities from current technology creating and agile it architecture to support new business models
* Presented the future evolution plan to the JLP leadership team to gain business support to re-align IT programmes

**Feb 2014 – May 2014 Capita (Client: Transport for London)**

##### Lead Data Architect

High level Enterprise/Solution Architecture & Migration Strategy – Evaluated target solution/software providers to determine functional fit, ease of integration/migration from legacy providing an evidence based approach to deliver requirements.

* Established the overall scope of migration, laid the foundations to migrate the data from the current disparate legacy estate to the new target platforms. Worked with target solution providers to understand the target architecture, TfL and legacy solution providers to identify conformity and gaps. Source solutions included
* Managed suppliers to deliver enterprise information architecture and data artefacts, Re-engineered target BI solution from existing legacy to progressive data analytics capability
* Defined and implemented via managing suppliers and vendors to deliver the digital, information and data strategy, incorporating Information classification and associations, data management best practice and data quality framework; data modelling, data governance planning, MDM/RDM, created the canonical data model, data flow diagrams, tool usage, data artefact requirements (ERD designs, data dictionary, data mapping, security, EDI, address validation, generic data quality)

**Feb 2013 – Jan 2014 IMS Health**

##### Enterprise Architect (Digital, Data & Integration)

This is global organisation transitioning from legacy architecture and solutions estate; delivered by regional offices to a new, dynamic and conformed central architecture & solutions. I was brought in to make Enterprise Architecture work for IMS worldwide to enable them to succeed in their vision of being a Data as a Service provider.

* Defined, socialised, and gained agreement from senior stakeholders for the Digital Strategy & associated roadmaps - analysing the new challenges / opportunities from current technology creating an agile IT architecture to support new business models
* Re-assessed usage of current data warehouse and business intelligence tools in order to rationalise the toolset. Reviewed the ‘Big Data’ initiative for use across IMS (Hadoop, NoSQL etc.); Matching business needs, information classification, information usage strategy, and cost implications of these new initiatives. Designed Big Data Analytics principle and patterns for all general reuse across IMS
* Established an IT & Data Design Governance function to ensure consistency across teams and projects. Chaired a monthly EA program governance board; identified project conformance - saving IMS £1M in the first 6 months
* Reviewed and rationalised existing infrastructure and applications; realigned the roadmap with new infrastructure proposals (Cloud platforms, SaaS, upgrade to existing applications, data estates), improved sharing of assets across the enterprise, put in place legacy estate retirement plans (key solutions, threats to retirement, dependencies, and outcomes), and teams to ensure that BAU is maintained during transfer to TOM

**Jan 2012 – Dec 2012 Direct Line Group (RBS Banking)**

##### Enterprise Architect/Head of Data Management

Appointed to analyse the challenges / opportunities from current data platforms and technology, and creating an agile Information architecture to support new business models, this was within the context of DLG diversifying away from Royal Bank of Scotland

* Key part of the team who were tasked with the diversification of DLG from RBS banking; Applications rationalisation, Data rationalisation, and future strategy application and tool identification and delivery.
* Information/Data Strategy & Roadmaps - Analysed current IT capabilities, developed a new strategy and advised DLG projects on best practices for the "on-the-ground" integration, and potential new solution (long term) approach for the organisation. Put in place a roadmap to successfully deliver the strategic vision. Identified and established principles, standards, and artefacts; influenced projects and external brokers to follow best architectural practices.
* Strong communication skills and ability to work in partnership with business to produce the most focus and cost aligned solutions with particular focus on the opportunities to maximize long term benefits.
* Established the IT Design Governance & Data Management function to ensure consistency of solution designs, and data entities to support the ‘single version of the truth’ policy. Review project level requirements to confirm that they follow strategic direction, as well as deliver on project goals
* Reviewed the existing IT catalog and aligned this to business requirements, putting in place business aligned technology tools to ensure effectiveness, efficiency, scalability, resources availability, and streamlined solution delivery paths.
* Data, BI & Integration Lead – Re-define Enterprise Data Architecture, Canonical Data Model, Integration Architecture, SOA, and Business Intelligence approaches i.e. federated reporting, enterprise reporting, EDW etc.

**Mar 2011 – Jan 2012 Royal Sun Alliance Insurance**

##### Enterprise Architect

Appointed to manage and architect a group wide solution to integrate multiple source systems onto a common target (common infrastructure, database, and reporting tools), to exploit the rich data within RSA for future growth.

* Information & Data Strategy Consulting – Analysed the current data warehouse, data models, and business intelligence reporting structures and advising a portfolio of RSA projects on BI/DW best practices for the "on-the-ground" integration and usage (medium term), and potential new solution (long term) approach for the organisation.
* Creation and governance of architectural principles, standards, and frameworks for the enterprise. Design Authority for all data related activities including data warehouse, ETL, Integration, and BI
* Project Managed data and BI teams to implement solutions from third party vendors utilising onshore/offshore teams.
* Working with different stakeholders to re-scope, and re-size the various data programs (finance transformation, SII etc.) to ensure that they deliver business benefit with timescales and costs.
* Data Warehouse/Business Intelligence - Identified "true" data sources, initiated mapping documents, defined and prototyped ETL & Reporting solutions (Informatica, DataStage, SAS DI, BO, QlikView, Cognos), managed a UK based team to assist RSA third party onshore/offshore teams manage the data journey to a single business target architecture.
* Designed the data analytics approach with the business risk management team to ensure reusability
* Worked with the business to oversee the Solvency 2 regulatory solution, and other business exploitation projects. Enterprise Data Model creation and management, owning and managing other Data Models standards, implementation process, and integration of different logical models to create a Single Insurance Data Model

**May 2010 – Jan 2011 Informa Group**

##### Enterprise/Solution Data Architect

This large publishing organisation has grown through mergers and acquisitions, and is now in the process of integrating data, systems, and processes from these companies onto a consolidated SAP platform and creating a Data Warehouse/BI solution.

* Working with internal teams/stakeholders and external system providers to define high level designs to integrate systems, data and automate processes from different independent companies onto a centralised SAP ERP environment moving data out of ERP systems e.g. SAP, Oracle, JD Edwards, salesforce.com, e-commerce solutions etc. onto a centralised SAP ERP (SAP FI/CA/BW/CRM)
* Implemented the high-level strategy for migration & data warehouse solution, including solution prototypes; creating working solutions to extract/load data (SAP BO Data Services) from different systems e.g. online, legacy, Oracle, MySQL, and SAP BW/FI/ECC, defining MDM/ DQ plans.
* Designing and developing Real-Time data integration solution; integration of data from e-commerce system to SAP and other third party applications targets. Reviewed and signed off design plans from other businesses, highlighting risks/issues, and suggesting/prototyping solutions where appropriate.

**Early Career Summary**

**Oct 2009 – Feb 2010 BBC Television** Enterprise/Solution Architect (Data Integrations)

**Jul 2009 – Oct 2009 HCL-Axon (D&G Insurance)** Enterprise/Solution Architect

**Jan 2009 – May 2009 John Lewis Partnership** Solution/Data Architect

**Oct 2008 – Dec 2008 SAP Business Objects** Business Objects/ETL Architect

**Apr 2008 – Oct 2008 Arcadia Petroleum Ltd** Solution Architect

**Apr 2007 – Apr 2008 Aviva Plc** Business Intelligence/Data Warehouse Architect

**Sep 2006 – Apr 2007 Pfizer Ltd** Business Intelligence/Data Warehouse Architect

**Oct 2005 – Aug 2006 EDS Ltd** Data Migration Architect - Team Lead

**May 2005 – Sep 2005 RI3K Ltd** ETL Consultant/Developer

**Oct 2004 – July 2005 IBM (Ascential)** BI/ETL (Ascential DataStage) Consultant/Developer

**Aug 2004 – Sep 2004 Gieseke & Devrient** IT Project/Support Manager

**Jun 2001 – Jun 2003 CPA Ltd** Manager - BI/ETL Team Lead/Consultant

**May 1998 – Apr 2001 British Airways (Speedwing)** IT Consultant – Project/Support

**Jul 1996 - Mar 1998** **IMS Health Ltd** Systems Analyst / Programmer

# **Education**

**June1995** **Middlesex University**: Psychology BSc Honours

# **Additional Information**

**Personal Pursuit**: Fitness training, Communication & negotiation books, Charitable fundraising

**Technologies**: EA tools (Sparx, Abacus, Troux), Relational Databases (Oracle SQL Server), MPP Databases (Teradata, Netezza, Parallel DW), ETL tools (SAP Data Services, DataStage, Informatica), ESB/Messaging tools (WSO2, Tibco),Business Intelligence (Business Objects, Qlikview, Cognos), Cloud Platforms, SFDC, Sector specific systems e.g Guidwire (Insurance)

# **References**

**Available Upon Request**