

The background features a dark blue gradient with several thin, light-colored curved lines that sweep across the page from left to right. Small, light-colored dots are scattered along these lines, creating a sense of movement and depth.

SERVICES & ENGAGEMENT PORTFOLIO

Robert Chapman

*Business transformation that holds —
operating model, technology, governance and
culture, delivered as one.*

2012 — Present

SENIOR TRANSFORMATION CONSULTANT · LONDON

WHAT I DO

Services & offering.

Whatever transformation you need to land — a redesigned operating model, a system or AI rollout, a structural reorganisation, a control environment that satisfies audit, or a fundamental shift in how the business actually runs — I will take it from diagnosis through to embedded and sustained.

OPERATING MODEL

Target operating model design

End-to-end TOM design, organisational restructure, FTE optimisation and process redesign. Moving the business from fragmented, undocumented operations to a coherent, governed way of working.

GOVERNANCE & CONTROL

Audit-ready transformation

Risk and Control Matrices (RACMs), Change Advisory Boards, SOPs, approver workflows, Confluence-based control documentation — embedding the governance the new operating model needs to hold.

PROGRAMME DELIVERY

Multi-workstream execution

End-to-end programme ownership across multiple parallel workstreams in agile sprints. C-suite to frontline stakeholder management, scope and risk discipline, and delivery cadence that holds.

TECHNOLOGY ENABLEMENT

Systems & AI adoption

Major platform implementations (ServiceNow, Cenata, Camunda, Deponet, Workday), workflow automation, AI and automation strategy and business case — and the change management to make them stick.

CULTURAL CHANGE

Process-first, evidence-led

Shifting the business toward a more disciplined, evidence-based decision culture. Mandating documentation, formalising governance, and establishing process and requirements as a precondition for any change.

SUSTAINED TRANSFORMATION

Embed & capability uplift

Capability building, training, continuous improvement frameworks, post-go-live support. Making sure the transformation compounds — and the value keeps accruing long after handover.

From diagnosis to sustained.

My specialism is delivering the full transformation lifecycle. Most consultants stop at recommendations or hand the work off mid-flight; I take transformations from diagnosis through to embedded, sustained outcome — owning every phase.

I PHASE 01	Diagnose	Stakeholder immersion, operational baseline, current-state pain analysis and SLT alignment on what success looks like. Understanding where the business is and where it needs to be.
II PHASE 02	Envision	Target operating model design, vision setting and business case. The strategic destination — quantified, evidence-based and committed to by leadership.
III PHASE 03	Design	To-be process design, technology architecture, organisational structure, governance framework. Translating the vision into a deliverable, integrated transformation blueprint.
IV PHASE 04	Mobilise	Programme stand-up, governance forums, sprint cadence and SLT engagement model. Putting the operating rhythm in place that the transformation will run on.
V PHASE 05	Deliver	Multi-workstream execution in agile sprints. System rollout, process embedding, structural change. Active ownership of scope, risk, dependencies, stakeholders and timeline through the build.
VI PHASE 06	Embed	RACMs, CABs, SOPs, control documentation, training and capability uplift. Putting in place the structures and behaviours needed to make the transformation hold.
VII PHASE 07	Sustain	Benefits tracking, continuous improvement framework and post-go-live support. Making sure the transformation compounds and the cultural shift holds long after I leave.

Delivery principles.

The approach that runs through every transformation — what clients can expect from how I show up, how I deliver, and what I leave behind.

Multi-disciplinary by design

Process, technology, governance, structural and cultural change delivered as one integrated programme — not as four separate workstreams stitched together at the end.

End-to-end ownership

From diagnosis through to embedded, sustained outcome. One consultant, one point of accountability across the whole transformation lifecycle. No handoff gaps.

Evidence-based

Every recommendation grounded in data, observation and stakeholder evidence. Quantified business cases. Numbers that hold up to challenge from finance, risk and the C-suite.

SLT & C-suite-ready

Trusted at the most senior levels. Comfortable with sponsor conversations, board engagement and decision points where the strategic shape of the transformation gets set.

Audit-ready outputs

Documentation, controls and governance that hold up to scrutiny. RACMs, CABs, SOPs and approver workflows that auditors, regulators and incoming colleagues can pick up and use.

Designed to hold

Transformation that compounds. Capability built into internal teams. Cultural shift embedded into the way the business decides and operates. Frameworks that survive my exit.

SECTORS & TOOLS

Where I've delivered.

Thirteen years of delivery across regulated, complex, multi-stakeholder organisations — with a deliberate breadth of sectors and a deep, consistent toolkit applied to each.



Telecommunications & Fibre
Telecommunications Contractor · CityFibre



Insurance & Reinsurance
Compre · Marsh & McLennan



Legal & Professional Services
Bryan Cave Leighton Paisner



Commercial Real Estate
Landsec



Recruitment & Staffing
GiGroup



Construction & Infrastructure
Skanska · Anglian Water (OneAlliance)



Payroll & HR Services
Zellis



Financial Services
Centralis (UK · LUX · NED · IRE · HUN · SWI)

TOOLKIT

TRANSFORMATION FRAMEWORKS

- TARGET OPERATING MODEL
- LEAN SIX SIGMA (BLACK BELT)
- DMAIC
- KAIZEN
- RACMS
- CAB GOVERNANCE

SYSTEMS & PLATFORMS

- SERVICENOW
- CENATA
- CAMUNDA
- DEPONET
- WORKDAY
- CONFLUENCE

PROCESS & MODELLING

- BPMN 2.0
- VISIO
- LUCIDCHART
- SIGNAVIO

BUSINESS ANALYSIS

- ROBERT CHAPMAN
- BCS BA (PRACTITIONER / PROFESSIONAL)
- AGILE BA
- REQUIREMENTS ENGINEERING

SELECTED ENGAGEMENTS

Case Studies

<i>I</i>	Senior Business Transformation Consultant	TELECOMMUNICATIONS CONTRACTOR	07
<i>II</i>	Senior Transformation Consultant	COMPRESA	08
<i>III</i>	Business Transformation Consultant	CITYFIBRE	09
<i>IV</i>	Senior Business Transformation Manager	BRYAN CAVE LEIGHTON PAISNER	10
<i>V</i>	Business Transformation Lead	LANDSEC	11
<i>VI</i>	Business Transformation Consultant	GIGROUP	12
<i>VII</i>	Global Quality & Improvement Lead	MARSH & MCLENNAN	13
<i>VIII</i>	Assistant Continuous Improvement Lead	SKANSKA	14
<i>IX</i>	Change Analyst	ZELLIS	15
<i>X</i>			

Senior Business Transformation Consultant

January 2026 — Present · Contract

ENGAGEMENT AT A GLANCE

A full end-to-end process improvement engagement across the Pre-Enablement, B2B and key client delivery departments — covering all seven core delivery workflows from 1st Fix and 2nd Fix through to Billing, As-Builts, Complaints and Defects. The mandate: take a fragmented, undocumented operation and turn it into a coherent, system-enabled and governed way of working.

KEY ACTIVITIES

- Mapped the complete as-is process landscape using BPMN 2.0, capturing activity, owner and system across every step.
- Designed lean to-be processes for all three departments through SME workshops, data analysis and value-stream mapping.
- Embedded Deponet as the central system of record across the redesigned operating model, with a 30-item MoSCoW-prioritised requirements register.
- Stood up the firm's first Change Advisory Board (CAB) and embedded a process-first, requirements-led approach to change.
- Authored the successful business case for two AI/automation developers, kicking off the AI rollout across high-volume processes.
- Operated in two-week sprints with regular SLT presentations, keeping decisions flowing and scope tightly managed.

HEADLINE OUTCOMES

£250k

Annual saving from removing 5 FTE in the key client delivery team through process redesign and system enablement.

c.83%

Reduction against projected hiring requirement: Pre-Enablement scaled from 15 to 20 heads (vs forecast of 45) to absorb a 3x volume increase.

33%

SLA overrun on 1st Fix surfaced through diagnostic analysis (28 days vs 21-day SLA) — building the evidence base for change.

TOOLS & FRAMEWORKS

BPMN 2.0

VISIO

DEPONET

LEAN

AGILE SPRINTS

CAB GOVERNANCE

II.

COMPRE · REINSURANCE & INSURANCE RUN-OFF

Senior Transformation Consultant

July 2025 — Present · Contract

ENGAGEMENT AT A GLANCE

Lead Process Architect on the Cenata reinsurance platform implementation — a major firm-wide programme deploying a new core reinsurance technology across underwriting, claims, finance and actuarial operations. Mapped the firm's wider process landscape end-to-end and built the governance, controls and auditability the business had not previously had.

KEY ACTIVITIES

- Designed to-be processes for the impacted reinsurance functions against the Cenata target operating model with full impact analysis.
- Mapped all critical processes across Capital, Treasury, Claims, Finance, HR, IT, Underwriting, Actuarial and Pricing.
- Partnered with the Head of Risk to build out Risk and Control Matrices (RACMs) aligned to each mapped process.
- Designed and embedded a full Confluence-based governance suite — process maps, SOPs, approver workflows and control documentation.
- Delivered a comprehensive cross-document gap analysis surfacing critical design gaps before build (EDP/Phase 2, GL output, manual calc branch, Data Warehouse).

HEADLINE OUTCOMES

CEO

Personally called out the Confluence governance suite as a game-changer for firm-wide auditability and control.

9 Functions

End-to-end process landscape mapped across the wider business — first consolidated view ever held by the firm.

Pre-Build

Critical Cenata design gaps identified through cross-document analysis — protecting the wider transformation timeline.

TOOLS & FRAMEWORKS



III.

CITYFIBRE · FULL-FIBRE NETWORK INFRASTRUCTURE

Business Transformation Consultant

September 2024 — June 2025 · Contract

ENGAGEMENT AT A GLANCE

Appointed to the Service Assurance Programme to drive process readiness for the onboarding of Sky as a key partner — a critical workstream across systems, networks and service offerings. Architected reengineered processes, designed the firm's first end-to-end automation framework, and led the delivery of multiple lean automation initiatives.

KEY ACTIVITIES

- Led as-is mapping of 50+ critical business processes in BPMN 2.0 / Signavio across multiple business units.
- Architected 20 reengineered Level 3 and Level 4 processes through full lifecycle from stakeholder engagement to implementation.
- Designed the New Demand Front Door Process — a single-entry route for all project proposals and budget cases.
- Built CityFibre's first end-to-end automation and workflow programme management framework.
- Delivered six lean automation initiatives in collaboration with IT on the Camunda platform.
- Automated the FAC Delivery Workflow with the PMO and Operational functions.

HEADLINE OUTCOMES

50%+

Reductions in manual effort and process cycle time on the FAC Delivery Workflow automation.

20

Level 3 and 4 processes reengineered end-to-end, embedding consistent ways of working across operational teams.

6

Lean automation initiatives delivered on Camunda — establishing a repeatable model for prioritising future investment.

TOOLS & FRAMEWORKS

BPMN 2.0

SIGNAVIO

CAMUNDA

LEAN

WORKFLOW AUTOMATION

IV.

BRYAN CAVE LEIGHTON PAISNER · GLOBAL LAW FIRM

Senior Business Transformation Manager

September 2022 — September 2024 · Contract

ENGAGEMENT AT A GLANCE

Led the Global Business Services (GBS) Service Optimisation programme — a two-year, full-cycle process transformation underpinning the strategic rollout of ServiceNow across HR, IRM, IT, Secretaries, Creative Services and Recruitment. Touched every internal service function in the firm.

KEY ACTIVITIES

- Mapped 100+ as-is processes and designed 60+ to-be processes in Camunda using BPMN 2.0.
- Ran cross-functional Lean workshops and 8 Wastes / value analysis exercises across each business unit.
- Acted as ServiceNow process champion across the migration — translating designs into platform requirements and training receiving teams.
- Led the Litigation process consolidation, integrating workflows across four siloed teams onto a single platform.
- Delivered a targeted lean optimisation for the Pitches & Pursuits Team.
- Directed a full lean review of CLE processes across 13 US states with Voice of the Customer interviews.

HEADLINE OUTCOMES

5 FTE

Manual workload removed from Litigation through process consolidation onto a single platform.

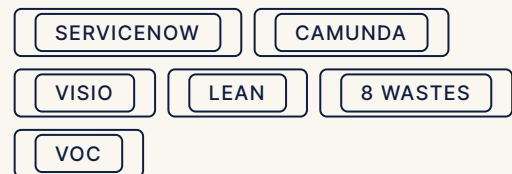
20% → 80%

Litigation data accuracy lifted — giving the function a credible, audit-ready position for the first time.

50

Prioritised recommendations from the CLE 8 Wastes analysis across 13 US states.

TOOLS & FRAMEWORKS



V.

LANDSEC · COMMERCIAL REAL ESTATE

Business Transformation Lead

September 2021 — September 2022 · Contract

ENGAGEMENT AT A GLANCE

Led 'Enterprise', a service optimisation programme targeting £20m in service-charge cost savings over five years through process efficiency, governance and financial control. One of the most strategically significant cost programmes within the business at the time — recovering significant sums from previously unaddressed process gaps.

KEY ACTIVITIES

- Reviewed the Insurance Claims process end-to-end with as-is mapping, root cause and value analysis.
- Designed and operationalised a previously non-existent Section 20 Residential process from scratch.
- Reengineered the Service Charge process — mapping, gap and waste analysis, stakeholder engagement and recommendations.
- Designed a new Service Operating Model through structured workshops, redefining roles, responsibilities and process flows.
- Delivered a Lean Six Sigma Quality Training Programme to 20 third-party facilities staff.

HEADLINE OUTCOMES

£20m

Five-year service-charge savings target underpinning the Enterprise programme.

£750k

Recovered through the new Section 20 Residential process — corrected invoicing, missing rent and improved data quality.

£300k

Annual recovery from the redesigned Insurance Claims governance and write-off process.

TOOLS & FRAMEWORKS

LEAN SIX SIGMA

DMAIC

VSM

VISIO

8 WASTES



VI.

GIGROUP · GLOBAL RECRUITMENT & STAFFING

Business Transformation Consultant

April 2021 — September 2021 · Contract

ENGAGEMENT AT A GLANCE

Partnered with the CTO to stand up a new Business Improvement function from the ground up — establishing a capability that had not previously existed in the firm. Mapped the operational backbone of the business, founded its primary improvement forum, and led standout candidate-experience redesigns.

KEY ACTIVITIES

- Mapped 100+ end-to-end processes at Levels 2 and 3 in BPMN 2.0 / Camunda, covering core regional operations and major partnerships including Royal Mail.
- Conducted on-site process analysis across local operations, translating direct observation into prioritised improvements.
- Founded a bi-monthly Business Improvement Working Group as the firm's primary forum for cross-departmental ideation.
- Launched a digital portal to crowdsource improvement ideas from the workforce.
- Redesigned the candidate registration and induction processes — shifting both from in-person to online.

HEADLINE OUTCOMES

67%

Reduction in candidate registration time — from 45 minutes to 15, while shifting the process online.

50%

Reduction in candidate induction time — from 4 hours to 2, freeing Gi staff for higher-value placement activity.

100+

Improvement ideas triaged and prioritised through the new digital portal in the first six months.

TOOLS & FRAMEWORKS

BPMN 2.0

CAMUNDA

LEAN

PROCESS DISCOVERY

VII.

MARSH & MCLENNAN COMPANIES · GLOBAL INSURANCE & RISK

Global Quality & Improvement Lead

March 2018 — March 2021 · Permanent

ENGAGEMENT AT A GLANCE

A global quality and improvement role spanning multiple continents — leading the rollout of ServiceNow across global service functions, executing major transitions between London, Warsaw, India, Manila and Dublin, and earning a Lean Six Sigma Black Belt through a high-impact North American operations project.

KEY ACTIVITIES

- Led the ServiceNow rollout across global Payroll, Contact Centre, HR Shared Services, Compliance, IT and IRM.
- Drove the UK Payroll process improvement project end-to-end.
- Embedded for one month in the Kentucky office for the North America overtime reduction project (Black Belt).
- Led the offshoring of 5 FTE-equivalent roles to a newly established team in India.
- Transitioned HR Shared Services and Workforce Administration from London to Warsaw.
- Designed and stood up a 24/5 Workday helpdesk in Manila.

HEADLINE OUTCOMES

90%

Reduction in NA overtime spend — saving \$144k against a \$160k baseline. Following year's budget cut by 75%.

99.8%

UK Payroll accuracy lifted from 97% — near-eradicating defects through process redesign and standard work.

\$150k+

Annual savings from the London → Warsaw HRSS / Workforce Administration transition.

TOOLS & FRAMEWORKS

SERVICENOW

WORKDAY

LEAN SIX SIGMA

KAIZEN

DMAIC

VIII.

SKANSKA · CONSTRUCTION & WATER INFRASTRUCTURE

Assistant Continuous Improvement Lead

July 2014 — March 2018 · Permanent

ENGAGEMENT AT A GLANCE

Supported the OneAlliance partnership between Skanska and Anglian Water — a continuous improvement role spanning internal operations and cross-organisational workflow. Reformed governance processes that had been blocking critical water infrastructure spend, and brought a structured improvement discipline to a complex, multi-stakeholder programme.

KEY ACTIVITIES

- Led the WNI Governance Reform Project, redesigning governance processes end-to-end.
- Reviewed governance pipelines and rework loops, removing bureaucratic friction across the programme.
- Mapped the WI Team's workflow as-is and designed a to-be future state.
- Conducted field visits to water infrastructure sites, identifying root causes of project delays.
- Supported digitalisation of documentation, timesheets and governance workflows.
- Designed a new suite of reporting tools covering site reliability, waste, rework and governance progress.

HEADLINE OUTCOMES

67%

Reduction in stalled infrastructure initiatives — from 27 down to 9 — through governance reform.

Multi-Site

On-site improvement initiatives launched, translating frontline insight into practical operational change.

Cross-Org

Continuous improvement embedded across both Skanska and Anglian Water through the OneAlliance partnership.

TOOLS & FRAMEWORKS

LEAN SIX SIGMA

DMAIC

PROCESS MAPPING

GOVERNANCE DESIGN

IX.

ZELLIS · PAYROLL & HR SERVICES

Change Analyst

July 2012 — July 2014 · Permanent

ENGAGEMENT AT A GLANCE

First professional role — a Centre-wide change agenda focused on operational performance, service quality and cost efficiency. Defined by a transformative CSAT improvement initiative that took customer satisfaction from 30% to 80% in a single year, plus successful transitions across multiple jurisdictions.

KEY ACTIVITIES

- Led a CSAT improvement initiative through survey redesign and data-led process changes.
- Supported the downsizing of the Peterborough Centre — reforming processes, creating SOPs and training the new India team.
- Led the Benefits Helpdesk transition from Cluj, Romania to the UK with on-site knowledge acquisition.
- Cleared significant backlogs in the client-facing referencing team through workflow redesign.
- Supported the rollout of new contract management, time, HR and disaster recovery systems.
- Built integrated dashboards to drive process performance visibility.

HEADLINE OUTCOMES

30% → 80%

Customer satisfaction lifted within 12 months — fundamentally repositioning the Centre's reputation with its client base.

90%+

Responsiveness metrics achieved through targeted process and survey changes.

Multi-Site

Transitions delivered across the UK, India and Romania with continued service quality maintained.

TOOLS & FRAMEWORKS

PROCESS MAPPING

SOP DESIGN

CSAT

DASHBOARDS



X.

CENTRALIS · FINANCIAL SERVICES

Transformation Consultant

May 2024 — July 2024 · Contract

ENGAGEMENT AT A GLANCE

A focused engagement across six jurisdictions (UK, Luxembourg, Netherlands, Ireland, Hungary and Switzerland) — facilitating a programme of process workshops, capturing pain points and a full systems audit, and building the case for forthcoming M&A activity and a major funding round.

KEY ACTIVITIES

- Facilitated 60 process mapping workshops covering 100+ processes in Client Services, Finance, IT and Business Development.
- Captured 250+ pain points and improvement opportunities across the six-jurisdiction footprint.
- Conducted a full audit of systems in use, purchased-but-unused and in need of upgrade.
- Produced a detailed recommendations report and action plan, presented to the CTO and Board.
- Supported the firm's M&A activity and forthcoming funding round through evidence-based change roadmap.

HEADLINE OUTCOMES

6

Jurisdictions covered — providing a single, consolidated view of operations across a previously fragmented multi-jurisdictional footprint.

100+

Processes mapped across Client Services, Finance, IT and Business Development.

250+

Pain points captured and prioritised — informing the firm's technology spend decisions and change roadmap.

TOOLS & FRAMEWORKS

PROCESS MAPPING

SYSTEMS AUDIT

WORKSHOP FACILITATION

M&A SUPPORT

CREDENTIALS & CONTACT

A foundation built over a decade.

CERTIFICATIONS

Lean Six Sigma Black Belt

Marsh & McLennan · April 2019

BCS Business Analysis

Foundation · Practitioner · Professional · 2021

Lean Six Sigma Green Belt

British Standards Institute · 2017

Lean Six Sigma Yellow Belt

Skanska · 2016

Target Operating Model

Hudson & Hayes · 2023

EDUCATION

BSc Sociology

London School of Economics & Political Science ·
2009 — 2012

SPECIALISMS

End-to-end process redesign

BPMN 2.0 · Visio · Camunda · Signavio

Lean & continuous improvement

DMAIC · Kaizen · 8 Wastes · VSM

System-enabled transformation

ServiceNow · Cenata · Deponet · Workday

MOBILE

(+44) 07857 288 699

EMAIL

robertchapman02@gmail.com

*From diagnosis to sustained —
transformation that holds.
Let's talk.*