

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

*End-to-end project and programme delivery —  
managed through to landed.*

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2012 — Present

SENIOR PROJECT MANAGER · LONDON

## WHAT I DO

# Services & offering.

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*Whatever delivery you need landed — a multi-workstream programme, a system implementation, an FTE optimisation, an organisational restructure, or a complex business change with no obvious owner — I will take it from initiation through to closure and benefits realisation.*

## PROGRAMME DELIVERY

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### Multi-workstream programmes

End-to-end ownership of complex, multi-workstream programmes. Scope, schedule, dependencies, risks, issues and decisions managed across every workstream — with one clear point of accountability.

## STAKEHOLDER MANAGEMENT

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### C-suite to frontline

SLT presentations, board updates, sponsor engagement, SME workshops and frontline delivery teams. Buy-in built, expectations managed, decisions secured at the right level.

## GOVERNANCE & CONTROL

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### Boards, RAID & reporting

Project boards, Change Advisory Boards (CAB), RAID logs, status reporting, financial tracking and decision logs — keeping leadership in the loop and the programme audit-ready throughout.

## PROJECT DELIVERY

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### Initiation to closure

Project lifecycle from business case through to closure and benefits realisation. Clear scope, plan, governance and stakeholder cadence — keeping work flowing at pace and on track.

## SYSTEM IMPLEMENTATION

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### Tech rollouts, end-to-end

Project-managed implementations of ServiceNow, Cenata, Camunda, Deponet, Workday and similar — owning operating model design, requirements, training, transition and post-go-live.

## SUSTAINED DELIVERY

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### Embed & capability transfer

Post-delivery embedding, capability transfer to internal teams, continuous improvement framework. Making sure the change holds — and compounds — long after the project closes.

# From initiation to sustained.

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*My specialism is delivering the full project lifecycle. Most PMs run the middle bit; I take projects from initiation through to embedded benefit — owning the whole journey, including the bits most consultants drop.*

<b>I</b> PHASE 01	<b>Initiate</b>	Business case, sponsor alignment, scope definition and success criteria. Establishing what good looks like and securing the mandate to deliver before the work begins.
<b>II</b> PHASE 02	<b>Plan</b>	Schedule, workstreams, governance, RAID, resource model, dependencies and stakeholder map. The structural backbone needed to keep delivery on time, on budget and on scope.
<b>III</b> PHASE 03	<b>Mobilise</b>	Team stand-up, governance forums, communications cadence and sprint kick-off. Putting the operating rhythm in place that the programme will run on.
<b>IV</b> PHASE 04	<b>Deliver</b>	Two-week agile sprints, SME workshops, SLT presentations, vendor management. Active ownership of scope, risk, dependencies, stakeholders and timeline through the build.
<b>V</b> PHASE 05	<b>Control</b>	RAID management, status reporting, change control, financial tracking, audit-ready governance. Keeping leadership informed and the programme under control throughout.
<b>VI</b> PHASE 06	<b>Close</b>	Go-live, transition planning, post-go-live support, lessons learned and formal closure. Handing over to BAU cleanly, with everything documented and signed off.
<b>VII</b> PHASE 07	<b>Sustain</b>	Benefits realisation tracking, capability transfer, continuous improvement framework. Making sure the project's value compounds long after the team has stood down.

# Delivery principles.

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

## End-to-end ownership

From business case to benefits realisation. One PM, one point of accountability, no handoff gaps. You don't need a separate BA, process consultant and change manager — I cover the lifecycle.

## Scope discipline

Tight scope management, clear change control, transparent RAID. Decisions made at the right level. Scope creep called out and managed before it eats the timeline.

## Audit-ready governance

RAID logs, decision logs, status reports, financial tracking and CAB documentation that auditors and incoming colleagues can pick up and use. Governance that supports delivery rather than obstructing it.

## Agile sprint cadence

Two-week sprints with regular SLT presentations, SME workshops and decision points. Pace, momentum and a steady cadence of choices — not a six-month black box ending in a deck.

## Stakeholder-led

Equally comfortable with C-suite sponsor conversations, SLT board updates and frontline SME workshops. Buy-in built. Resistance navigated. Difficult conversations had early.

## Designed to land

Project work that holds. Capability transferred to internal teams. BAU equipped for handover. Benefits realised and tracked. Frameworks that survive my exit so the value keeps accruing.

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

PROJECT & PROGRAMME DELIVERY

- AGILE / SCRUM
- SPRINT CADENCE
- RAID MANAGEMENT
- CAB GOVERNANCE
- STAKEHOLDER MGMT

METHODS & FRAMEWORKS

- LEAN SIX SIGMA (BLACK BELT)
- DMAIC
- KAIZEN
- BCS BA
- TARGET OPERATING MODEL

PROCESS & MODELLING

- BPMN 2.0
- VISIO
- LUCIDCHART
- CAMUNDA
- SIGNAVIO

SYSTEMS & PLATFORMS

- ROBERT CHAPMAN
- SERVICENOW
- CENATA
- DEPONET
- WORKDAY
- CONFLUENCE

SELECTED ENGAGEMENTS

# Case Studies

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I.

TELECOMMUNICATIONS CONTRACTOR · FIBRE INFRASTRUCTURE

# Senior Project Manager

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

# Project Lead

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

# Project Lead

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 Project 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.

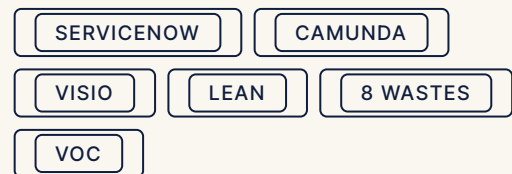
20% → 80%

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

# Programme 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

# Project Lead

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

# Senior Project Manager

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

# Project Manager

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

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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

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BSc Sociology

London School of Economics & Political Science ·  
2009 — 2012

### SPECIALISMS

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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

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*From business case  
to benefits realised.  
Let's talk.*