

Stephen Mark Briggs BEng

Programme Director • Programme Manager • Delivery Troubleshooter • Transformation Consultant

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PROFESSIONAL PROFILE

Programme Manager and consultant with over two decades of delivery experience leading complex, large-scale transformation across Banking & Financial Services, Insurance, Global Manufacturing, Aerospace & Defence, Telecommunications and Pharmaceuticals. A proven leader at national, European and global scale who has repeatedly stepped up to Programme Director — building high-performing onshore/offshore teams, establishing governance and PMO functions, and delivering measurable outcomes in highly regulated environments.

Adept at navigating ambiguity, turning around at-risk programmes, and blending Agile, Scrum, SAFe and waterfall into pragmatic hybrid delivery. A reflective, approachable communicator, trusted as the single point of contact between business, programme and C-level stakeholders, with a collaborative leadership style that removes blockers and breaks down silos.

CORE COMPETENCIES

- Programme & Project Management (Agile, Scrum, SAFe, Waterfall, Hybrid)
- Governance, Risk & Dependency Management
- PMO Set-up & Operation
- Business & IT Transformation
- Stakeholder & Relationship Management (C-level, multi-culture)
- Master Data Management (SAP MDM / MDG)
- API & Microservices Delivery / DevOps Governance
- Supplier & Vendor Management
- Team Building, Coaching & Mentoring

PROFESSIONAL EXPERIENCE

Founder & Product Owner

Pragticality Ltd

2026 – Present

- Building a privately held portfolio of pragmatic, practical ventures, currently focused on trade compliance: weekly briefings for compliance leaders (Gubernis), event-driven CN / HS / HTS classification monitoring (Gnomon) and pre-close trade-compliance diligence for M&A buyers (Liquet).

Senior Programme Manager / Senior Business Consultant

Tata Consultancy Services Ltd *UK & Europe*

2014 – Present

- Lead the master data transformation programme for a global ICT solutions leader, replacing SAP MDM with SAP MDG to create a single source of master data across business partners, products, reference, finance and trade data — improving data quality and automation while reducing complexity. Built a high-performing team consistently praised by stakeholders for engagement and delivery quality.
- Acted as Programme Director for a major UK financial institution, delivering a strategic risk-reduction programme; built the delivery framework and key stakeholder relationships and introduced the bank's first fixed-price / known-outcome projects.
- Defined and stood up a PMO capability for a global pharmaceutical company's application divestment across supply chain and quality technology portfolios — stakeholder mapping, governance cadence, risk and issue management, budgetary oversight and change control.
- Led the design, pilot and scaling of an API / Microservices Factory for a major European insurer, engaging C-level and senior architecture stakeholders to deliver a robust, measurable and sustainable service.

- Served as Scrum Master and SAFe Programme Manager for a UK insurer's digital transformation and IT/BPO outsourcing, coaching Agile teams and embedding governance and reporting amid a complex stakeholder map.
- Defined a DevOps governance framework for a manufacturing client, establishing a centre of excellence / communities of practice to support delivery of centralised engineering services.

Head of Programmes & Project Management (Contract)

Peak-Ryzex

2013 – 2014

- Strengthened PMO documentation and processes while running two major client programmes.
- Delivered an electronic proof-of-delivery (ePOD) solution across 100+ UK sites for a parcels company, managing third-party suppliers, requirements and infrastructure.
- Managed a Smart Metering programme for a power generation and distribution company, running stakeholder workshops and securing a master services agreement and field device rollout.

Strategic Operations Specialist / Consultant

Computer Sciences Corporation (CSC)

2006 – 2013

- Turned around a failing Bombardier Transportation programme by re-establishing stakeholder engagement, streamlining the change-request process and simplifying delivery with offshore teams; applied the same approach to a successful archiving solution.
- Senior member of the team delivering 26,500 mobile devices and accessories to a client workforce, maintaining an intense delivery schedule with no major setbacks.
- Delivered a global infrastructure programme spanning 34 countries and 82 locations (WAN acceleration, NetApp storage and EMC data archiving).
- Provided delivery expertise on supply-chain / auto-ID bids for clients including Diageo, Swiss Post, BAE Systems and Bombardier; supported Transport for London's IT operations for the 2007 Tour de France Grand Départ.

EARLIER CAREER

- **Client Solutions Manager — British Telecom Auto-ID Services** (2004 – 2006). Led RFID / auto-ID solution design and delivery for clients including Airbus, Marks & Spencer, Alstom, Pirelli, National Blood Service and Halifax Bank of Scotland.
- **Project Manager / Consultant — Integrated Product Intelligence Ltd** (2003 – 2004). Delivered Tesco's first state-of-the-art RFID solution and evaluated smart-shelf systems for major brand owners.
- **Project Engineer — Trenstar Ltd** (2000 – 2003). Designed and installed RFID / auto-ID solutions, including an in-store RFID solution for Prada and the Carlsberg Tetley keg-management project.
- **Prior roles:** Telecommunications Engineer, Manpower Services (1997 – 2000); Senior Sales Executive, Reception Information Media (1991 – 1993); Technician / Apprentice, GEC Avionics (1979 – 1991).

EDUCATION & CERTIFICATIONS

- **BEng, Electronics Engineering** — University of Hull (1993 – 1997)
- **Certified ScrumMaster (CSM)** — Scrum Alliance
- **SAFe Programme Manager**

SECTORS & AVAILABILITY

Sectors: Banking & Financial Services, Insurance, Global Manufacturing, Aerospace & Defence, Telecommunications, Pharmaceuticals, Retail, Postal & Logistics.

Location: Based in Basingstoke, Hampshire, with quick access to Heathrow, Central London and national transport links. Open to UK-based hybrid / remote roles and short-term EU travel.