

# Nick Morris

## Programme Manager | Digital, Data, CRM, AI and Transformation Delivery

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20+ years complex delivery

Digital Transformation Leadership

Customer Engagement & Retention

Governance, GDPR & Controls

### EXECUTIVE PROFILE

Programme Manager with over 20 years' experience leading high value & complex technology, digital, operational and transformation programmes across education, Government, healthcare, infrastructure, financial services, e-commerce and elite sport. Most recently led AI and technology related initiatives across the Cambridge University Press technology portfolio, moving ideas from concept and proof of concept into governed delivery, pilot planning and operational implementation.

I bring the delivery discipline, stakeholder confidence and fresh thinking needed to lead a high-profile digital transformation programme covering CRM, data, fan engagement, rewards, GDPR controls, suppliers and commercial growth.

### FIT FOR THE PROGRAMME

| Programme Need                                          | Relevant Strength                                                                                                                                                                                  |
|---------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Global fan engagement and digital strategy              | Led global digital engagement and service transformation across a high-volume international customer portfolio, improving user experience, operational delivery and stakeholder alignment.         |
| My Rewards launch to 150,000 members and fans           | Strong product, operational readiness, launch governance, adoption planning and benefits tracking experience.                                                                                      |
| £2.5m CRM, data, analytics and marketing transformation | Experienced in CRM, data, analytics and digital marketing transformation, including Salesforce, Microsoft Dynamics and HubSpot with strong governance, supplier coordination and delivery control. |
| GDPR controls and rules implemented                     | Implemented GDPR controls and rules within regulated environments, supported by strong governance, risk management, assurance and stakeholder engagement.                                          |
| Commercial growth and churn reduction                   | Experienced in delivering measurable user adoption, operational impact and benefits realisation with clear executive reporting linked to commercial growth and retention.                          |

### SELECTED IMPACT

- Led multi-workstream digital transformations across high-volume international customer environments, improving delivery controls, stakeholder alignment and operational outcomes.
- Delivered multiple operationally successful programmes on time and within budget.
- Introduced stronger governance, RAID control, executive reporting and delivery visibility across complex technology change.
- Experienced in CRM, data, analytics and digital marketing transformation.
- Managed suppliers, third parties and offshore teams across milestone, budget, risk and delivery controls.
- Delivered complex programmes across regulated, customer-facing and commercially sensitive environments.

### CORE LEADERSHIP CAPABILITIES

|                                                                                                                          |                                                                                                                                       |                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| <b>Programme Control</b><br>Governance, RAID, milestones, budget control, dependency management and executive reporting. | <b>Digital Transformation</b><br>CRM, data / analytics, marketing technology, automation, AI-enabled delivery and operational change. | <b>Stakeholder Leadership</b><br>Senior engagement, supplier coordination, cross-functional teams and offshore delivery.     |
| <b>Launch Readiness</b><br>Pilot planning, operational readiness, adoption, comms, support model and benefits tracking.  | <b>Regulated Delivery</b><br>Risk, compliance, controls, assurance, GDPR-aware delivery and structured decision-making.               | <b>Commercial Focus</b><br>Outcome-led delivery, measurable benefits, user adoption, service improvement and revenue impact. |

### RELEVANT EXPERIENCE

#### Cambridge University Press | Programme Manager - AI and Technology Delivery | Apr 2022 - May 2026

- Led a portfolio of AI, digital and technology initiatives across the organisation, managing business, operational, technical and supplier teams.
- Led CRM, data, reporting and customer/candidate engagement workstreams with exposure to Salesforce, Microsoft Dynamics and HubSpot, including requirements alignment, governance, supplier coordination, implementation planning and delivery control.
- Moved AI-related initiatives from incubation and proof of concept through pilot, governance approval, delivery planning and operationalisation.

- Created detailed plans, milestones, governance packs, steering group materials, RAID logs, decision controls and executive reporting.
- Coordinated multiple concurrent and interdependent workstreams, maintaining delivery focus across priorities, funding, risk and operational readiness.
- Improved visibility, prioritisation and control across AI and emerging technology initiatives.

**Department for Transport | Programme Manager | Apr 2018 - Mar 2022**

- Managed transport, infrastructure and digital transformation programmes including HS2-related workstreams, train Wi-Fi, smart transport, digital ticketing, green energy and secure infrastructure planning.
- Led planning, governance, budget control, supplier coordination, senior stakeholder engagement and delivery reporting in a politically sensitive regulated environment.

**NHS - Royal Free Foundation Trust | Programme Manager | Apr 2014 - Mar 2017**

- Delivered digital healthcare and service improvement programmes across clinical, operational and technical teams, improving service quality and operational efficiency.
- Created new patient pathways supporting faster access to life-saving treatment and delivered significant cost savings through improved processes.

**Open University | Project Manager | Nov 2017 - Apr 2018**

- Led business transformation and organisational change projects focused on process improvement, governance, stakeholder engagement and operational efficiency.

**EARLIER EXPERIENCE**

|                         |                 |           |                        |                     |
|-------------------------|-----------------|-----------|------------------------|---------------------|
| North Atlantic Drilling | Marks & Spencer | TUI       | Williams Formula One   | Renault Formula One |
| VocaLink                | QinetiQ         | GMAC Bank | Royal Bank of Scotland | Stainless Games     |

My earlier career included project management, planning and PMO roles across offshore energy, retail, travel, Formula One, banking, defence and software environments.

I delivered and supported high-pressure programmes including offshore mobilisation, major e-commerce infrastructure, digital platform transformation, Formula One planning, banking/payments change and secure technology delivery.

**QUALIFICATIONS, METHODS AND TOOLS**

| Qualifications                                                                                                                                                                                                                            | AI Training                                                                                                                                                                                                                                                                                             | Tools & Delivery Platforms                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• PRINCE2 Practitioner</li> <li>• MSP Practitioner</li> <li>• Microsoft Project Advanced Certification</li> <li>• Primavera P6 Professional</li> <li>• Jira Practitioner / Scrum Master</li> </ul> | <ul style="list-style-type: none"> <li>• Cambridge AI governance and emerging technology workshops</li> <li>• Microsoft Azure AI Fundamentals AI-900</li> <li>• Microsoft AI Skills Challenge</li> <li>• Google Generative AI Fundamentals</li> <li>• Microsoft Copilot for Project Managers</li> </ul> | <ul style="list-style-type: none"> <li>• Microsoft Project</li> <li>• Jira / Confluence</li> <li>• Excel</li> <li>• Power BI</li> <li>• Teams / SharePoint</li> <li>• PowerPoint</li> <li>• Visio</li> <li>• Smartsheet</li> <li>• CRM: Salesforce, Dynamics, HubSpot</li> </ul> |