



# Sian Thompson-Short Strategic Transformation Leader

MSP® Practitioner | Programme Director | Private Equity | Carve - Outs | Turnaround

## Profile

**Commercially astute transformation leader with 25+ years' experience delivering complex change across global organisations. Proven track record in PE-backed environments, carve-outs and turnarounds, with expertise in strategic transformation and programme recovery.**

## Key Achievements

- Delivered multi-stream transformation programmes across global operations
- Delivered network cost savings of £4m p.a.
- Directed value creation strategies in PE-backed businesses, delivering turnaround programmes to stabilise underperforming units and drive EBITDA improvement
- Coached high-performing teams
- Executed carve-outs and TSA exits under tight timelines
- Delivered digitally enabled transformation with cloud and SaaS solutions, creating efficient operations and driving value

## Core Competencies

- Transformation Leadership
- Private Equity Value Creation
- Carve-Outs & TSA Exits
- Change & Adoption Strategy
- Agile & Scaled Agile Delivery
- Continuous Improvement & Operational Excellence
- Governance & Portfolio Management

## Industries & Functions

- |                           |                              |
|---------------------------|------------------------------|
| • Professional Services   | • Business Transformation    |
| • Logistics Services      | • Risk & Security Consulting |
| • Retail                  | • Finance                    |
| • Consumer Packaged Goods | • Sales & Marketing          |
| • Pharmaceutical          | • HR                         |
| • IT                      | • Programmes & PMO           |
|                           | • Continuous Improvement     |
|                           | • Supply Chain               |
|                           | • Customer Service           |

**Owner and Director of Brightrunner Ltd, supporting clients through business transformation to build internal capability and ensure investment benefits are realised. Brings clarity, pace and precision, stabilising underperforming units and embedding operational resilience through coaching with measurable outcomes.**

**brightrunner**

EUR 0.6bn sales 14 countries 1,100 employees

**CLINIGEN**

**2024-present**

**Programme Director**

**Specialist pharmaceutical services and products**

- Recovered long-running investment programme working with CTO, Head of Transformation and SLT
- Established programme governance, roadmap, RAID and KDD management with appropriate reporting
- Defined change delivery roadmap connected to 5-year strategic plan
- Introduced Target Operating Model and Business Process Management framework with Change Impact and Business Readiness Assessments

**elida**  
BEAUTY

EUR 1bn sales, 10 countries, 400 employees

**2022-2023**

**Head of PMO, Internal Separation Programme – Consumer Packaged Goods**

**Creation of a new business unit of 21 legacy brands within Unilever ready for a business separation**

- Developed delivery roadmap with integrated planning and dependency management across workstreams ahead of divestment
- Created tiered reporting packs from Programme to Elida Beauty Leadership Team and Unilever
- Provided assurance and corrective actions across Change Management, Training, Communications, Business Process, Solution Design, Cutover and Data Migration
- Implemented Target Operating Model framework and Business Process Model with process taxonomy
- Developed Business Readiness Assessment with Deliverables and Stage Gates
- Built smart PMO tools with automation in Highlight Reporting, roadmap, plan and RAID management, leveraging MS SharePoint, Power Automate and Power BI
- Captured programme performance in Close Report with lessons learned and recommendations

**ocado**  
logistics

EUR 0.8bn (2.5bn group) 20 sites, UK 5k employees (20k group)

**2022**

**Advisory to Senior Leadership Team**

**Logistics programme was running without best practice around delivery, governance and assurance**

- Coached CTO, Head of Programmes, Change Manager and PMO Lead on Business Case build, roadmap development and benefits realisation
- Provided portfolio PMO assurance and coached improvements to tools, processes and governance
- Delivered two-day project management fundamentals course

EUR 4.5bn sales 40 countries 10k employees

2020 - 2022

## Head of PMO, European Transformation Programme - Supply Chain

- Established Business Transformation Office following 40% PE investment from Clayton Dubilier & Rice
- Developed Business Cases with Project Managers and Programme Accountant
- Built reporting and governance for investment portfolio across people, process and technology including Oracle Fusion, Körber WMS, GAINs Demand Planning & Forecasting, Tableau BI



EUR 2bn sales 50 countries 8k employees

2019 - 2020

## Programme Manager, Continuous Improvement – Quote to Cash

- Built business case and prioritised continuous improvement initiatives for Quote to Cash process through stakeholder interviews and facilitated workshops
- Built and prioritised backlog using MoSCoW prioritisation with Kanban boards and benefits maps
- Defined CI framework using Lean Six Sigma methodologies

2015 - 2019

## Programme Manager / Head of PMO, Global Transformation Programme – SAP ByD, Concur, BPC

- Developed business case, target operating model, and Programme Definition Document
- Set up Transformation Programme Office with governance and reporting frameworks
- Delivered complex change programme through phased geographical releases
- Directed workstreams across process, change, training, technology, data migration, and cutover
- Produced governance reports, stage gates, and readiness checklists
- Led UKI data migration including mock tests, rehearsals, and cutover



2012 - 2014

## Associate Management Consultant

Delivered internal projects and client assignments for business improvement consultancy.

- Change Manager – Microsoft Dynamics CRM, **Control Risks**
- Programme Manager – Marketing Transformation, **eBay**
- Business Process Readiness Consultant – HR process review, **Lloyd's Register**
- Programme Manager & PMO Set Up – SAP All in One ERP with SAP BPC, **Nelsons**
- Continuous Improvement Consultant – Sales Process value stream mapping, **Riviera M Media**
- Change Management Consultant – HRIS implementation, **Santander**



EUR 4bn sales, 60+ countries, 11,000 employees  
Supply-chain logistics company operating primarily through the CHEP brand.

2010 - 2012

## Head of PMO – IT, EMEA (2010-2012)

- Formed PMO with processes and governance using PMI and APM best practice
- Partnered with Senior Management in IT Leadership and Regional Executive teams
- Managed and coached Senior PMs and BAs delivering projects across SAP ECC6, SAP BW and BI, Siebel CRM

2000 - 2010

## Various Roles

Project Manager IT, Process Improvement Manager Lean/Six Sigma, Project Manager Customer Service & Sales, Senior Business Analyst and Project Team Lead, Market Analyst, Global Lead Business Analyst Sales, Team Leader Customer Service

## Education & Certificates

- Bachelor of Arts, German Single Honours 2.1, University of Liverpool, 1999
- SAFe Scaled Agile Framework Program Consultant, 2020
- AgilePM Practitioner, APMG, 2020 and Agile Change Agent, APMG, 2020
- Change Management Practitioner, APMG, 2019
- MSP Practitioner in Programme Management, AXELOS, 2017
- Delivering Agile Projects using Scrum, George Washington University, 2014
- PMP Project Management Professional, Project Management Institute (PMI), 2010
- Black Belt Six Sigma, Kairos Consulting / CHEP, 2005

## Languages

English first language, degree level German, basic French, basic Italian

## Software

- Microsoft Planner
- PPM tools: Planview, Workfront, Smartsheet, KeyedIn
- Oracle eBS, Oracle Fusion
- SAP R3, ECC6, ByD
- Microsoft Project
- Microsoft Power BI and Power Automate
- Microsoft SharePoint and Teams
- Microsoft Office including Office 365, PowerPoint, Excel, Word, Visio, OneNote

## Interests

Vice president and committee member of Weybridge Women's Institute (100+ members), former president during the pandemic; providing a lifeline to members.

Enjoys travel, theatre, film, literature, photography, choir performance and fundraising events.

View detailed profile on [LinkedIn](#)

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