

Bijal Datta – Board CV		
Email: bijaldatta.advisor@outlook.com	mobile: +44 7974711667	LinkedIn: Bijal Datta Profile
Strategy - Transformation - Regulation – Governance		
<p>Proven track record in driving organisational growth through strategic planning and execution, with a focus on effective stakeholder engagement. Adept at aligning business, IT, and change management functions to deliver results. Known for resilience and a results-driven approach, fostering growth mindsets to accelerate revenue through proactive business development. Skilled in building and leading high-performing, cohesive teams and creating innovative solutions that set organisations apart from competitors. Leverages a broad network and strong influencing capabilities to drive impact. Provides advisory support to executive boards, enhancing governance practices to support the achievement of strategic objectives and long-term success.</p>		
Key Areas of Expertise		
Strategy Definition & Implementation Financial Services Regulation Auditing Complex Change Governance Effectiveness Technology & Data-Driven Business Transformation		
Board & Governance Experience		
<p>Upbeat Communities – 2024 to Date Upbeat Communities is a Derby-based charity generating income of £1m, that helps refugees and asylum seekers integrate into the local community at different stages of their journey; enabling people to rebuild their lives and begin to thrive in their communities. As a board trustee I am advising on defining the organisation’s strategy for the next 5-10 years, as well as how to operationalise the strategy into a doable plan of prioritised activities, taking into account funding & resource constraints to achieve the charity’s growth ambitions to serve an increasing population of refugees and asylum seekers.</p> <ul style="list-style-type: none"> Supported the CEO in organising and facilitating a strategy day for the Exec committee and trustees, resulting in the definition of clear 10-year strategic outcomes with defined measures, agreed by all attendees. Mentoring and coaching the Exec committee and trustees on having a commercial mindset to support organisational growth and the need for more robust financial control and forecasting to achieve the strategy. 		
<p>Gudness Foods – 2022 - 2023 Gudness Foods is a UK start-up that manufactures and distributes breakfast products with Indian and British flavours.</p> <ul style="list-style-type: none"> Advised on the 10 year-strategy and used my network to introduce the CEO of Gudness Foods to major Asian food retailers to grow the business through a new sector of the food industry she hadn’t considered. Resulted in two major food retailers stocking her products and increasing her annual revenue by 10% 		
<p>Marsh – 2020 - 2021 Marsh provides insurance broking and risk management solutions and is part of the Marsh McLennan group.</p> <ul style="list-style-type: none"> Senior Advisor to the COO on how to improve governance effectiveness across 6 regional steering committees for a global change programme looking at implementing new technology to transform business operations. Covered membership of the committees, ensuring their roles were clear inside and outside of the steering committee, how they worked together as a collective to govern the programme, and having the right visibility to focus the conversation on key decisions needed to maintain delivery pace and achieve the programme outcomes. 		
<p>Sainsbury’s – 2017 - 2018 Sainsbury’s is a retailer with over 600 stores in the UK that provides groceries and banking solutions. The retailer had set-up a new data and analytics department focus on driving value for the business through data to differentiate itself in an increasingly competitive market.</p> <ul style="list-style-type: none"> Influenced Exec level stakeholders within IT, Finance and the Business to approve £10m funding for the change portfolio to deliver innovative data and analytics solutions. Set-up a steering committee, comprising of director level stakeholders to track delivery of the portfolio against benefits, highlighting portfolio risks and issues to ensure timely escalation and maintain delivery pace of projects in the portfolio. 		
<p>Financial Conduct Authority – 2005 - 2016 The Financial Conduct Authority regulates the conduct of c50,000 businesses in the UK to ensure that our financial markets are honest, competitive and fair.</p> <ul style="list-style-type: none"> Influenced Execs & Non-Execs on the FCA Board to approve business cases requiring significant investment and impacting business operations, systems and people both within the organisation and across the financial services sector. Facilitated and provided the right visibility for governance committees of complex change programmes such as the Senior Managers Regime Exec Board, to help senior stakeholders from across the organisation make appropriate trade-offs needed to achieve strategic outcomes. 		
Career Highlights		
<p>MyProteus - Director – 2020 – To Date Director of a boutique consultancy of c60 staff, specialising in transformational change using data insights to support FTSE 100, non-profit and government organisations deliver complex change to achieve their strategy.</p>		

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- Advised senior leaders in defining the strategy for a county council operating within a complex ecosystem of public sector bodies and commercial partners, to ensure the council was ready to support residents and businesses in 2030. The strategy was used as a basis to coach Exec directors to prioritise a £300m change portfolio and resulted in the council deprioritising £120m of change so that they could focus limited resources and funding on higher priority projects needed to deliver their strategy.
- Used my network and expertise to advise the CFO, CIO and Chief Audit Officer of a FTSE 100 insurer on how to address challenges it was facing in delivering complex transformation change, using the data driven services of MyProteus. Resulted in the insurer being onboarded as a new client for the consultancy and generating a pipeline of c£1m revenue in FY 2023/24. This was key to achieving the consultancy's growth ambitions.
- Change assurance of c10 strategic projects for a media company to identify key focus areas to maximise successful delivery. Resulted in improved data insights for Exec level stakeholders of the Transformation Board on portfolio level themes and systemic issues from the 10 projects, which needed to be addressed with solutions to improve overall delivery performance.
- Ran a leadership development programme to uplift the change capability of 70 Exec and operational level sponsors of strategic change programmes across two global insurers, supported by 1:1 Exec level coaching & mentoring. Resulted in sponsors being able to implement practical methods and tooling to improve performance of their more complex change programmes.
- Defined and gained cross-organisation buy-in on the core values for the consultancy to drive consistency in the culture and behaviours on how the consultancy operated internally and with external clients. Resulted in a common set of values and beliefs all staff were aligned on.
- Implemented a growth mindset across Proteus to encourage employees to have the confidence and skills to identify sales opportunities within existing clients and identify new opportunities. Facilitated companywide hackathons on specific sales topics such as the power of LinkedIn and strategic account management, complemented with 1:1 coaching for staff. Resulted in a 20% increase in potential client opportunities and leads.

NetHope – Programme Manager – 2019 - 2020

NetHope is a consortium of over 60 leading global non-profits and works with technology companies and funding partners to solve development, humanitarian, and conservation challenges.

- Introduced a new way of working in the non-profit sector that required collaboration across non-profits and traditionally competing technology vendors to solve a common sector problem to improve efficiency across frontline humanitarian logistics. Resulted in a solution that was delivered to time, cost and exceeding KPIs. Following the project's success, I was asked to lead a session at the NetHope annual summit to share lessons from the project focused on collaborative project delivery.

Aviva Investors – Portfolio Manager – 2018 – 2019

Aviva Investors is a global asset manager with c£230bn of assets which are invested on behalf of clients to deliver wealth and retirement outcomes, with a significant focus on ESG investments

- Introduced key portfolio controls to increase confidence in delivering a £20m change portfolio, improved ownership of benefit realisation and facilitated portfolio prioritisation to ensure the change portfolio aligned with the business strategy
- Projects varied from new fund launches, centralizing middle office operations on a global level, to implementing a data lake to support the organisation's data and digital strategy.

Financial Conduct Authority (FCA) – Programme Manager - 2005 - 2016

- Programme manager for high profile, complex regulatory change programmes required to implement UK and European legislation to improve regulation of financial services. Successfully translated complex regulation into a doable programme of work impacting key processes, people, technology, data and culture within the FCA and impacted firms. Led a programme team of c100 staff across the FCA and Prudential Regulatory authority, resulting in c1200 firms being operationally ready to comply with the regulation within 18 months. Reducing consumer risk from poor decisions being made within executive boards of financial services organisations.

Early Career

Deloitte Consulting – Senior Consultant - 1999 to 2005 – Helped clients to define and implement their business strategy across a broad range of industry sectors including Financial Services and Government

Professional Qualification, Memberships & Awards

BSC Maths & Economics (University of Nottingham) | Women on Boards | NetHope Summit 2021 Delegate & 2020 Presenter* | Managing Successful Programmes | Management of Portfolios.

*Earners of this badge can demonstrate knowledge of Connectivity & Infrastructure; Digital Transformation; Data Management & Analytics; Data Protection & Information Security; Tech for Good; and/or Emerging Technologies; in relation to IT, Fundraising and Programs, in the work of conservation, humanitarian and development focused non-profits