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**Irina Ashdown**

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**SENIOR BUSINESS ANALYST/ PROJECT MANAGER / CX CONSULTANT**

*Strategic, Operational and Tactical Senior Business Analyst with proven track record and 9 years of experience, specialising in technology implementation programs, CX projects, Lead-to-Cash, Service, E-Commerce and business process re-engineering (technical & non-technical programs).*

*AREAS OF EXPERTISE*

* Lead large-scale digital transformations with multimillion-pound budgets and global rollouts, designing & implementing lead-to-cash, eCommerce, and omni-channel customer service technology solutions.
* Develop digital transformation strategy and roadmaps supported by the Target Operated Model and key performance indicators (KPIs)
* Analyze and optimize business processes to reduce waste, manual effort and improve customer journeys.
* Define bold customer experience strategy and design customer journeys tailored to customer personas.
* Lead technology selection phase, RFP/RFI process, fit gap analysis and prepare Statement of Work

*SECTORS TO DATE*

Utilities - Professional Services - Payment Processing – Charity – Procurement - eCommerce – IT Service & Solutions Distributor - Media & Marketing – Casino & Gambling - Utilities

*sPECIALISED technology experience*

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| --- | --- |
| **Technology** | CRM (Oracle Fusion, Salesforce, MS Dynamics)E-Commerce/CMS (Oracle eCommerce, Sitecore, Oracle CX Content, Umbraco)CPQ (Oracle, Apptus)Service (Fusion Service, Salesforce, ServiceNow)Marketing (Eloqua, Klaviyo, Mailchimp)LMS (Moodle)Integration tools (OPA, Custom, Integration Cloud) |
| **Project Tools****Modelling tools/framework** | MS Visio, MS Project, Jira, Confluence, Azure, Zephyr, Trello, Clickup, Figma, MiroBPMN, UML, ERD, Requirements Traceability Matrix (RTM), HOBA, TOGAF |

# Employment History

AmplifyDX Consulting (2021- present)

**Freelance Contractor**

Enigen UK - Customer Experience System Integrator Consultancy (2014 – 2021)

**Senior Business Analyst/Strategist/Project Manager/Process & Change consultant**

NCR Corporation (2012 – 2013)

**Project implementation coordinator/Manager**

**Consulting Experience Portfolio**

**>**[**View Customer Experience Projects**](#_Customer_Experience_Projects)

[**>View IT Systems Projects**](#_IT_Systems_Projects/Digital)

[**>View Process re-engineering Projects**](#_Process_Re-engineering_Projects)

[**>View E-commerce Projects**](#_E-Commerce/CMS_Programs)

# Customer Experience Projects

**Southern Water: Customer Experience Improvement Program (2021 – Jan 2023).** I led a CX transformation program as a Business Transformation Lead with overall responsibility of defining and implementing new Customer Experience Strategy and all operational changes related to it. The program aimed to improve CSAT and SLA compliance rate driven by the regulatory need.

**Key Words**: UX, VoC, TOV, Agile, Compliance/Regulators, TOM, Umbraco, ServiceNow, Continuous improvement based on user feedback.

**Sector**: Utilities, B2C and B2B

**Key Responsibilities**:

1. **DISCOVERY & STRATEGY**
* Led discovery phase and developed a transformation program scope and roadmap
* Produced AS IS customer experience and To Be customer experience
* Created AS IS and TO BE process maps (Level 4)
* Prepared Customer Experience Strategy Playbook (Digital and Service Design)
* Defined Target Operating Model (TOM) and organisational structure change roadmap
* Defined Business Impact Metrics (BIM) and target KPIs for the transformation TO BE state
* Articulated the end-to-end scope, solution, overall business change and value case to C-level executives
* Produced a programme plan with systems, process and people work streams

​**2. IMPLEMENTATION - CUSTOMER JOURNEYS**

* ​Defined customer personas based on the fragmented data
* Re-designed customer journeys for different personas, including digital UX journeys and service design journeys
* Translated new customer journeys into detailed user stories with acceptance criteria
* Coordinated web/brand, customer portal, SNOW teams to implement digital initiatives from the roadmap and realized expected benefits
* Managed the UAT stage
* Performed customer communication analysis and produced new customer communication strategy
* Implemented new comms strategy by changing the TOV in the emails, updated/condensed PDFs/documents sent to customers
* Performed analysis of call centre volume of work and produced recommendations to help clear backlogs
* Implemented new contact centre to optimize call handling
* Worked with internal teams to clear the email and system backlogs.
* Managed change readiness plan for various process/ technology changes to ensure successful rollout and adoption

**3. IMPLEMENTATION - WEBSITE**

* Completed web content audit and produced new content strategy to deliver relevant and up-to-date content to drive the inbound contact down
* Worked with business SMEs and produced updated/new content for 17 web pages in 2 months
* Commissioned new website content such as videos and infographics. (I sourced and coordinated freelancers)
* Completed UX audit of developer service web pages
* Analysed customer sentiment using the web site
* Produced UX improvement recommendations linked to KPIs
* Produced revised site map to improve navigation, drastically reducing content discoverability and usability
* Responsible for preparing web pages UX design mock-ups
* Coordinated new UX mock-ups implementation with brand and web team
* Led web pages testing & regression testing
* Managed new page releases to measure success of each component and continued improving based on the results until target metrics were achieved
* Prepared a roadmap for the future digital experience improvements

**4. IMPLEMENTATION - PROCESS CHANGE**

* Produced & analysed level 4 To be process maps and presented business changes to the business stakeholders
* Obtained buy-in and approval from the C-level project sponsors
* Prepared detailed roadmap and plan for process change implementation delivering incremental value
* Produced a backlog with user stories and acceptance criteria for ServiceNow system changes enabling the process changes
* Advised on system process improvements in ServiceNow to improve internal processes and reduce time for team handovers
* Prepared and coordinated change readiness plans for every process change
* Led process change implementation (initial buy-in, business stakeholders briefing and training)
* Provided support to the business after process change roll-out.
* Measured benefit realisation from the process changes initiative
* Continuous improvement based on the results and employee feedback until the target metrics achieved.
* Ongoing monitoring and corrective measures to ensure new process adoption and sustainable change.

**RESULTS:**

* Increased CSAT from average 5.22 to average 8.75 (Max score 10)
* Customer Complaints decreased average from 37 per month to 8 per month
* Quote throughput time decreased from 18 days to 6 days
* Overall service delivery throughput time decreased from 126 days to 76 days average
* Incoming calls volume decreased from average 1638 calls per day to 911 calls per day
* Average waiting time decreased from average 04:24 min to 00:21 min
* Abandoned calls rate decreased from 13.58% to 2.31%

[Download Customer feedback](https://cda57379-4296-4812-af15-029498786542.filesusr.com/ugd/a827cb_58fd3a91165c4259af1d712d6c2bd6f8.pdf)

# IT Systems Projects/Digital Transformation Programs

***Dunnhumby: CRM, CPQ, ERP, HCM Digital Transformation Program (2017-2019).*** As Senior Business Analyst/Project Manager, with overall responsibility of remediating and enhancing CX solution to achieve optimised lead to cash process to support business strategy to Optimise, Expand and Scale. The global rollout of this program included solution launch for user community in 21 countries globally.

**Key Words**: Program Recovery, Global Rollout, MVP approach, Eloqua, CPQ, Fusion

**Sector**: Professional Services, Media, B2B

### **Key Responsibilities**:

* Assessed the Transformation Program state and recommended the approach to remediate the CX (Lead-to- Cash) workstream.
* Produced a remediation program plan for technology implementation and related change management
* Responsible for coordinating a team of developers (Sales, CPQ, Marketing, Integrations)
* Accountable for program budget management
* Led business & technical workshops eliciting solution/business requirements and user stories
* Responsible for stakeholder management and program buy-in
* Performed end-to-end business process analysis, identified problems and proposed improvements
* Advised on options, risks, and impacts on business processes and cultural adoption
* Responsible for producing and managing Solution Design artefacts such as user stories backlog and Solution Functional Design Documents, and for representation of solution to Enterprise Design Authority
* Ensured that implementation of the off-the-shelf technology is fit for purpose for the client
* Minimum viable product (MVP) approach to project scope
* Documented and prioritised localised requirements from different countries (country-specific requirements which fall outside of the MVP global standardised solution)
* Performed Cost-benefit analysis and advised on decisions for configuration vs customisation decisions
* Created test scripts and test bundles (System Integration Testing, User Acceptance Testing, Smoke Testing)
* Responsible for testing and defects triage
* Responsible for leading the UAT with users from different countries
* Coordinated data migration work stream
* Completed data mapping and work with domain SMEs to resolve data issues
* Coordinated end-to-end data testing
* Responsible for producing data models for reporting & analytics implementation work stream
* Coordinated change management activities with wider change champion network
* Occasional travel to New York, Chicago, and Bangkok

***Nuvias Group. Merger and Acquisition. CRM/CPQ/Finance Lead to Cash Transformation Program (2017-2018)*** As Business Analyst, I was responsible to define, develop, and coordinate implementation of standardised lead-to-cash process along with new technology across Nuvias Group companies following their merger of three companies, which had siloed tools and processes.

**Key Words**: M&A (post-merger integration), Process optimisation, CPQ, Fusion, Integrations

​**Sector**: IT Value Add Re-seller, B2B

### **Key Responsibilities**:

* Analysed & documented end-to-end process maps of 3 business units (former separate companies) with objective to standardise and optimise lead-to-cash processes for different products (AS IS processes & TO BE)
* Developed an integration operating model
* Developed technology implementation roadmap
* Responsible for stakeholder management & program buy-in
* Responsible for leading business & technical workshops to elicit solution/business requirements and produced user stories with acceptance criteria
* Ensured that implementation of the off-the-shelf technology is fit for purpose for the client
* Prepared Functional Design Documents and generated buy-in from C-level, end user stakeholders
* Coordinated development team to implement end-to-end technology (Fusion-Sales, CPQ, ERP integrations)
* Created test scripts and test bundles (System Integration Testing, User Acceptance Testing, Smoke Testing)
* Responsible for testing and defects triage Responsible for leading the UAT with users
* Responsible for creating change readiness plan and change communication to the end users
* Responsible for the programme progress reporting to the C-level executives
* Produced cutover plan

***The Princes Trust. Digital Transformation Program (2015-2017)***

Program objective was to optimize business processes, reduce manual effort, and increase efficiency in outreach, charity program delivery, and volunteer management. I defined a solution design to enable the new vision and coordinated implementation sprints, in a hybrid role as Project Manager and Business Analyst.

**Key Words**: Service Cloud, Process change, Integrations, Agile sprints, Fit Gap analysis, ERD (Data Model)

**Sector**: Charity, Public Sector, B2C

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### **Key Responsibilities**:

* Run pre-sales project stage and prepared the Statement of Work
* Responsible for running sprint Zero phase to define the full scope of work, business priorities & KPIs
* Analysed & produced end-to-end business processes L4 (AS IS & TO BE) for different business areas (outreach, service delivery, customer support, compliance, volunteers).
* Responsible for producing and articulating artefacts from Sprint Zero: Logical Solution Architecture, To Be business processes, solution implementation phasing and approach, Data model proposal, solution evaluation and Fit Gap analysis
* Responsible for planning of the implementation sprints and ongoing day-to-day management.
* Led business & technical workshops to elicit solution/business requirements and user stories.
* Produced Business Requirement Documents (BRD)
* Responsible for producing and managing Solution Design artefacts such as user stories backlog and Functional Design Documents
* Ensured that implementation of the off-the-shelf technology is fit for purpose for the client
* Coordinate alignment with other programme workstreams, such as OPA, BI vendor to design and implement the end-to-end solution, as well as managing work assignment with other BAs.
* Responsible for solution representation at the Board of Trustees and Design Authority

## ***32Red. Service Solution Implementation (2015)***

As Project Manager and Business Analyst, I was responsible for the end-to-end service solution implementation from the pre-sales stage to Go-live.

**Key Words:** Service Cloud, Greenfield project, Omni-channels, Chat, Email integration, Case Management, Customer Portal, Waterfall implementation

**Sector:** Gambling, B2C

### **Key Responsibilities**:

* Responsible for coordinating the project scoping an preparing the Statement of Work
* Produced project plan
* Responsible for day-to-day dev team management
* Responsible for stakeholder management
* Run discovery workshops and produced business requirements
* Translated requirements into Functional Design Document and gained the buy-in from C-level & client project team
* Ensured that implementation of the off-the-shelf technology is fit for purpose for the client
* Advised & mentored client to adopt best practices for the new processes (Case management, chat handling, queue management etc.)
* Coordinated end-to-end technology implementation with dev team (Service Cloud with Customer Portal and omni-channels)
* Led testing phase and obtained successful sign-off
* Produced cutover plan and supported client post Go-live
* Quick turnaround project

## ***CAPITA. Service Solution Implementation x 3 (2015)***

As hybrid Project Manager and Business Analyst, I was responsible for service solution blueprint implementation for Capita, providing their HR services to various businesses.

**Key Words**: Service Cloud, Solution blueprint (packaged), Omni-channels, Chat, Email Integration, Case Management, Customer Portal, Waterfall implementation.

**Sector**: HR Services, B2B

### **Key Responsibilities**:

* Prepared Statement of Work
* Responsible for defining solution blueprint to be re-used for different Capita clients
* Produced project plan
* Responsible for day-to-day dev team management
* Responsible for stakeholder management
* Run discovery workshops and produced business requirements
* Produced To Be process maps for different HR services
* Produced Functional Design Document and gained the buy-in from C-level & client project team
* Ensured that implementation of the off-the-shelf technology is fit for purpose for the client
* Coordinated end-to-end technology implementation with dev team (Service Cloud with Customer Portal and omni-channels)
* Led testing phase and obtained successful sign-off
* Produced cutover plan and supported client post Go-live
* Quick turnaround project (2-3 months)

**Gala Coral & Gala Bingo. Service Solution Implementation (2014)**

As Project Manager and Business Analyst, I was responsible for the end-to-end service solution implementation for the two entities of the same company.

**Key Words:** Service Cloud, Greenfield project, Omni-channels, Chat, Email, Customer Portal, Waterfall implementation

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**Sector:** Gambling, B2C

### **Key Responsibilities**:

* Responsible for coordinating the project scoping an preparing the Statement of Work
* Produced project plan
* Responsible for day-to-day dev team management
* Responsible for stakeholder management
* Run discovery workshops and produced business requirements
* Translated requirements into Functional Design Document and gained the buy-in from C-level & client project team
* Ensured that implementation of the off-the-shelf technology is fit for purpose for the client
* Advised & mentored client to adopt best practices for the new processes
* Coordinated end-to-end technology implementation with dev team (Service Cloud with Customer Portal and omni-channels)
* Led testing phase and obtained successful sign-off
* Produced cutover plan and supported client post Go-live
* Quick turnaround project

**Global Payments. CRM Solution Implementation (2014)**

As hybrid Project Manager/ Business Analyst/Developer, I was responsible for the end-to-end CRM solution implementation from the project inception to Go-live.

**Key Words:** Oracle Fusion, Eloqua, Waterfall implementation, Hands-on CRM configuration

**Sector:** Financial Services, B2B

### **Key Responsibilities**:

* Produced project plan
* Responsible for stakeholder management
* Run discovery workshops and produced business requirements
* Translated requirements into Functional Design Document and gained the buy-in from C-level & client project team
* Responsible for Sales Cloud configuration and customisation
* Ensured that implementation of the off-the-shelf technology is fit for purpose for the client
* Produced data migration plan
* Responsible for data mapping and resolving data issues
* Coordinating off-shore team to complete data migration phase
* Responsible for end-to-end data testing
* Led CRM UAT testing phase and obtained successful sign-off
* Produced cutover plan and supported client post Go-live

**Aggregate Industries. CRM Solution Implementation (2014)**

As Project Manager, I was responsible for the CRM solution change requests triage and implementation.

**Key Words:** Change Requests (post-Go-live), Oracle Fusion, Eloqua, Project Management

**Sector:** Construction, B2B

### **Key Responsibilities**:

* Client communication to triage and advise on change requests
* Produced 'micro' project plans for each change request
* Produce requirements documents
* Responsible for regression testing
* Responsible for stakeholder management
* Change release management
* Off-shore dev team day-to-day management
* Responsible for progress reporting to project sponsor

# Process Re-engineering Projects

**Southern Water. Customer Experience Improvement Program (2021 - Jan 2023)**

I led a CX transformation program as a Business Transformation Lead with overall responsibility of defining and implementing new Customer Experience Strategy and all operational changes related to it. The program aimed to improve CSAT and SLA compliance rate driven by the regulatory need.

**Key Words:** Umbraco, UX mock-ups, Site Map, Navigation, Agile, Compliance/Regulators, TOM, Service Design, Continuous improvement based on user feedback

**Sector:** Utilities, B2C and B2B

**Key Responsibilities**:

* Led discovery phase and developed a transformation program (scope and roadmap)
* Led discovery workshops and produced Level 1,2,3,4 As Is process maps for 5 service offerings
* Prepared Customer Experience Strategy Playbook (Digital and Service Design)
* Defined Target Operating Model (TOM) and organisational structure change roadmap
* Analysed process maps and proposed changes to solve inefficiencies (reducing waste, manual effort, improving customer journey)
* Produced level 4 To be process maps and presented business changes to the business stakeholders
* Performed monetary assessment to prioritise process changes (i.e. fixing the root cause of refunds will save £x vs implementing new process for the trench inspection will save £x)
* Obtained buy-in and approval from the C-level project sponsors
* Prepared detailed roadmap and plan for process change implementation delivering incremental value
* Prepared and coordinated change readiness plans for every process change
* Led process change implementation (initial buy-in, business stakeholders briefing and training)
* Provided support to the business after process change
* Measured benefit realisation from the process change initiative
* Continuous improvement based on the results and employee feedback until the target metrics achieved
* Ongoing monitoring and corrective measures to ensure new process adoption and sustainable change

**Chartered Institute of Procurement & Supply (CIPS). eCommerce/CRM/LMS Digital Experience Transformation (2019-2021).** I led a large scale DXP digital transformation as a hybrid Senior Business Analyst & Solution Architect with overall responsibility of defining technology solutions and data infrastructure to support ambitious business growth strategy and enable new digital experience strategy. The scope included 2 high value content sites, Membership experience (B2C), Study Centres Experience (B2B), Events and Online Magazine.

**Key Words**: Oracle E-Commerce, CMS, CRM, Eloqua, LMS, Integrations, DXP, Membership, Events, Gated content, RFP support

​**Sector**: Professional Body, B2C and B2B

**Key Responsibilities**:

* Led discovery phase to identify process/operational changes and all required technology
* Led workshops and produced Level 4 As Is process maps for different product groups and services
* Analysed process maps and proposed changes to solve inefficiencies (reducing waste, manual effort, improving customer journey)
* Prioritised process changes based on the value and aligned with the technology implementation
* Performed fit gap analysis to ensure all vital business processes are fitting into the new technology
* Produced recommendations for addressing gaps with process change and additional technology
* Defined target state solution and translated that into To Be business processes (57 process maps)
* Produced elaborate technology phasing blueprints and process change states, explaining the value case to different stakeholders.
* Obtained buy-in and approval from the C-level project sponsors

**The Princes Trust. Digital Transformation Program (2015-2017).** Program objective was to optimize business processes, reduce manual effort, and increase efficiency in outreach, charity program delivery, and volunteer management. I defined a solution design to enable the new vision and coordinated implementation sprints, in a hybrid role as Project Manager and Business Analyst.

**Key Words:** Service Cloud, Process change, Integrations, Agile sprints, Fit Gap analysis, ERD (Data Model)

**Sector:** Charity, Public Sector

**Key Responsibilities**:

* Responsible for running sprint Zero phase to define the full scope of work, business priorities & KPIs
* Led discovery workshops and produced As Is process maps for outreach, service delivery, customer support, compliance, volunteers service areas
* Analysed process maps and proposed changes to solve inefficiencies (reduce manual effort, improve customer journey)
* Produced and articulated Level 1,2,3,4 To Be process maps (43 process maps)
* Led process change throughout implementation
* Gained internal buy-in for proposed process changes

# E-Commerce/CMS Programs

**Southern Water. Customer Experience Improvement Program (2021- Jan 2023).** I led a CX transformation program as a Business Transformation Lead with overall responsibility of defining and implementing new Customer Experience Strategy and all operational changes related to it. The program aimed to improve CSAT and SLA compliance rate driven by the regulatory need.

**Key Words:** UX, VoC, TOV, Agile, Compliance/Regulators, TOM, Umbraco, ServiceNow, Continuous improvement based on user feedback.

**Sector:** Utilities, B2C and B2B

**Key Responsibilities**:

* Completed web content audit and produced new content strategy to deliver relevant and up-to-date content to drive the inbound contact down
* Worked with business SMEs and produced updated/new content for 17 web pages in 2 months
* Commissioned new website content such as videos and infographics. (I sourced and coordinated freelancers)
* Completed UX audit of developer service web pages
* Analysed customer sentiment using the web site
* Produced UX improvement recommendations linked to KPIs
* Produced revised site map to improve navigation, drastically reducing content discoverability and usability
* Responsible for preparing web pages UX design mock-ups
* Coordinated new UX mock-ups implementation with brand and web team
* Led web pages testing & regression testing
* Managed new page releases to measure success of each component and continued improving based on the results until target metrics were achieved
* Prepared a roadmap for the future digital experience improvements

**RESULTS:**

* Increased CSAT from average 5.22 to average 8.75 (Max score 10)
* Customer Complaints decreased average from 37 per month to 8 per month
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**Key Words:** Oracle E-Commerce, CMS, CRM, Eloqua, LMS, Integrations, DXP, Membership, Events, Gated content, RFP support

**​Sector:** Professional Body, B2C and B2B

**Key Responsibilities**:

* Pre-sales support and preparation of the Statement of Work
* Analysed new CX Strategy and translated Digital Experience Playbook into scalable technology solutions landscape and Implementation roadmap
* Led development of the new customer journeys (across web, emails, portal), custom components & templates for 2 websites and new Customer Portal from requirements to implementation
* Led discovery phase to identify process/operational changes and advised on options, risks, and impacts on business processes and cultural adoption
* Produced detailed technology landscape blueprints of the TO BE state, which outlined phases for implementing and integrating various solutions. These blueprints served as the foundation for defining the scope of the program's phases.
* Responsible for leading functional & technical workshops to elicit and produced solution requirements (user stories and acceptance criteria)
* Responsible for maintaining Requirements Traceability Matrix (RTM) and stakeholder expectations management
* Completed fit gap analysis advising on technology gaps and advised on customisations/additional technology to fulfil the gaps
* Ensured that implementation of the off-the-shelf technology is fit for purpose for the client
* Coordinated alignment with other programme workstreams, such as Digital Agency and third-party technology vendors.
* Produced end-to-end process maps (AS IS and TO BE) and confluence write-ups capturing business decisions and open points
* Responsible for presenting process and technology target state to the business stakeholders to gain the buy-in
* Responsible for approval of the UX/UI designs & components design produced by dev teams and ensured alignment with the target state
* Provided advise and support for RFP and procurement of LMS technology
* Produced Functional Solution Design Documents. Validated technical specs & integration designs produced by other teams ensuring alignment with defined end-to-end solution.
* Responsible for presenting solution to C-level stakeholders, project team and end users to generate the early buy-in and obtain solution approval.
* Defined new data model across entire technology stack and drive data definition. Responsible for producing Entity Relationship Diagram and data dictionary.
* Day to day collaboration with Business Process Owners to provide guidance in the shaping and prioritisation of roadmaps, epics, features, and user stories.
* Day-to-day coordination with dev team, providing input, resolving queries
* Prepared test scripts across all technology stacks.
* Responsible for executing test scripts and coordinating bug fix process.
* Resolved solution disputes and queries, triaged change requests and managed the scope

# Education

London School of Commerce, London, UK

**Master of Business Administration** **(MBA)**

**2011-2012**

South Ural State University, Russia

**Bachelor of IT Management (2006-2011)**

South Ural State University, Russia

**Bachelor Russian-English interpreter (2006-2010)**