

ANDY HALLAM-WHITEHILL

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A strategic, operationally grounded digital and technology leader with an 18-year track record across FTSE 100, professional services, industrial products, and defence organisations. I specialise in connecting business processes, data, technology, and people to drive measurable improvements in business performance, cost, control, and user experience. I have led organisations of up to 140 people and £50m of spend, built greenfield technology capability and shaped transformation portfolios exceeding £500m. I combine engineering and operational experience with commercial judgement, pragmatism, business value realisation, and building empowered teams.

CORE EXPERTISE

Digital, data & technology strategy • Technology-enabled business transformation • Operational excellence & continuous improvement • User experience & digital service delivery • Data-led performance improvement • AI adoption & intelligent automation • Value realisation & benefits tracking • Technology operating model design & enterprise architecture • Commercial, investment & strategic partner management • M&A integration & separation • Executive & board stakeholder engagement • Team building, culture & change adoption • Cyber, risk & control governance

PROFESSIONAL EXPERIENCE

Director – User Technology & Experience | Deloitte UK

March 2025 – Present | Glasgow, UK

I lead Deloitte UK's 140+ person User Technology & Experience organisation, responsible for end-user platforms, asset management, and support for 30,000 people. I manage £50m annual spend, and controls across asset management and key endpoint protections supporting Cyber Essentials Plus certification. Within 18 months, my remit expanded from Customer Experience and Support to the design, build, and maintenance of the full end user technology estate.

- Delivered £1.5m in annual savings through operating-model redesign and virtual delivery, reducing headcount by 20% while maintaining service quality.
- Redesigned user journeys by introducing laptop lockers for out-of-hours device replacement and a Virtual Tech Bar for remote specialist support; now implementing a hardware catalogue and delivery-partner integration to simplify ordering, improve quality, reduce manual effort for users and IT staff, and enhance user experience.
- Defined a three-year roadmap spanning process redesign, automation and increased ServiceNow adoption; partner with business-line COOs and the UK CIO to improve user experience and service performance.
- Created the "1% Club", now adopted more broadly in IT, to embed practical AI and continuous improvement; established an Azure data lake and executive dashboards, introducing AI-assisted analysis of c.5,000 monthly support tickets, and automated checks on c.2,000 monthly hardware orders, saving c.30 hours per week.

Head of Digital Technology Services | BAE Systems (Global Combat Air Programme)

October 2023 – March 2025 | Preston, UK

I led the design and delivery of digital capability for GCAP, a new international joint venture between the UK, Italy and Japan. Operating as de facto business-unit CIO, I worked daily with the Managing Director, CFO and CHRO, building the strategy, team, partnerships and governance from a blank sheet.

- Built an 80-person multidisciplinary team and coordinated c.150 people across three nations without formal authority, creating alignment across government and industry through trust, consensus, and patient negotiation.
- Authored the Digital Strategy and target operating model for the joint venture with international partners, defining secure and resilient enterprise architecture, and a data strategy linking cross-functional capability needs to applications, data ownership and governance.
- Developed a five-year capability roadmap and led the multi-government business case for a £500m+ technology portfolio, including 15-year implementation and operating costs; established portfolio governance and secured funding for the first delivery programmes; onboarded digital partners to support with technology delivery.

Senior Manager – Technology, Strategy & Transformation | Deloitte UK

March 2021 – October 2023 | Nottingham / London, UK

I shaped technology-enabled transformation for energy, resources and industrial clients, spanning strategy, operating models, enterprise platforms and complex programme mobilisation.

- Led the business case for an SAP S/4HANA transformation at a global aerospace manufacturer, aligning 80 subject-matter experts across the UK, US and Germany on priorities, deployment, and the value case for a programme costing hundreds of millions.

- Designed IT operating models for a 10,000-person FTSE 100 energy company and a 50,000-person industrial group, aligning seven CIOs and seven CPOs behind shared enterprise visions.
- Developed the technology integration strategy for a 4,500-person pharmaceutical acquisition by a FTSE 100 life sciences company.
- Served as COO for Deloitte's Energy, Resources & Industrial Products practice, leading strategy, financial management and resource planning.

Head of Process Integration – Global Business Services | Rolls-Royce

June 2019 – February 2021 | Derby, UK

I established and led a 40-person technology delivery team with a £12m budget, enabling the transformation and outsourcing of Finance, HR and Procurement services.

- Developed a three-year technology roadmap and introduced ServiceNow as a single front door for Finance, HR and Procurement; led sourcing across seven major technology and outsourcing partners.
- Designed controls for GDPR and export-controlled data, delivered role-based access across SAP, Workday and SharePoint, and established governance for delivery, cost and benefits realisation.

Programme Executive – IT Separation (M&A Divestment) | Rolls-Royce

January 2018 – June 2019 | Derby, UK

I led the end-to-end IT separation of Rolls-Royce's Commercial Marine business—a 3,000-person, £500m divestment—delivering on time and £5m under budget (£25m versus £30m), a material result reported in Rolls-Royce's annual financial statements.

- Built a 100-person global IT delivery team from the ground up, bringing together employees, contractors, and partners and creating a culture in which people cared about each other and the mission; reported directly to the Commercial Marine board and Group CIO.
- Designed the target operating model and five-year cloud-first roadmap for the divested business, including application rationalisation and new IT service management; led seller-side IT due diligence and delivered Workday, data-centre, ERP, end-user computing, and network separation.
- Led commercial engagement and vendor governance across Tier 1 partners including Deloitte, DXC, BT, Computacenter and Capgemini; secured £2m in licence savings by negotiating Siemens licence novation after the vendor initially refused support.

IT Transformation Manager – Marine Business | Rolls-Royce

October 2016 – January 2018 | Derby, UK

I led the technology vision and strategy for Rolls-Royce Marine during significant business restructuring, building a small, high-performing team to drive transformation and continuous improvement across the division.

- Developed a five-year roadmap, managed a £15m portfolio and delivered £5m in annual savings—12% of operating expenditure—through application and infrastructure rationalisation and nearshore transition.
- Led commercial negotiations with major technology partners and complex engagement with unions and works councils across six European countries to outsource IT support services supporting business cost reduction.

Process Integration Manager – ERP Transformation | Rolls-Royce

July 2014 – September 2016 | Derby, UK

I was a senior leader on a global programme consolidating country-level ERP systems onto a single platform across 30 countries and 50 manufacturing and service locations.

- Led enterprise process architecture and fit-to-standard redesign across Finance, HR, Procurement, Supply Chain, Engineering, Manufacturing, Sales and Service.
- Established and led a £2m CFO-sponsored programme combining ERP capability with sales and engineering process redesign and improved cost-and-margin data; revealed structurally unprofitable products and margin erosion during engineer-to-order activity, enabling better pricing and portfolio decisions.

EARLIER CAREER AT ROLLS-ROYCE (2008–2014)

Joined through the Supply Chain Planning & Control Leadership Development Programme and progressed into civil-aerospace operations. Led 45 people on final assembly, maintaining 100% on-time delivery while increasing throughput from three to five engines per week and schedule adherence from below 50% to above 95%. Built an order and shipment risk model to identify at-risk customer orders and focus operational intervention. Developed hands-on HSE, lean improvement, and people leadership.

EDUCATION & CERTIFICATION

MEng Product Design Engineering (Masters with Distinction) | University of Strathclyde | 2003–2008

Member of the British Computer Society | MBCS