

Dr Stephen D. JONES

Enterprise Transformation Executive | Chief Data & AI Officer | CIO/CTO | Private Equity

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Engaged by Boards, CEOs and Private Equity investors to lead transformation where technology, data and operating models have become barriers to growth, post-acquisition integration or commercial performance. Over twenty years of executive leadership, underpinned by a PhD in Artificial Intelligence, advising Boards across FTSE organisations, sovereign programmes and Private Equity-backed businesses to align technology investment with measurable commercial outcomes.

Trusted by Boards and Executive Teams at Bain Capital, HSBC, FedEx, BBC, Kantar, NEOM and the UK Government to lead complex transformation during acquisitions, carve-outs, regulatory change and organisational growth, trusted to formulate the strategy and carry it through to operational reality.

Alongside retained executive appointments, established Meertec, an executive transformation and AI advisory practice, and founded GlobalSouthIT an innovation partnership developing international engineering capability and intelligent infrastructure solutions spanning Europe, North Africa and North America.

Sector | Market: Private Equity • Financial Services • Media • Logistics • Government • Critical National Infrastructure • Telecommunications • LegalTech • SaaS • Sovereign Programmes | UK • Europe • North America • Middle East • North Africa • Asia Pacific

Executive Expertise

Transformation & Technology Strategy: Leading technology-enabled transformation through strategy, architecture, operating models, information management and executive advisory, aligning technology investment with organisational and commercial objectives.

Commercial Transformation & Value Creation: Delivering large-scale transformation, integration and organisational change, combining commercial leadership, investment optimisation and governance to realise measurable business value.

Data, AI & Digital: Defining data and AI strategies spanning GenAI, Agentic AI, RAG, GraphRAG, Data Mesh, MLOps and AI governance, transforming information into scalable operational and commercial capability.

Governance, Risk & Executive Leadership: Board and executive engagement, governance, assurance and regulatory leadership across FCA/PRA, GDPR, AI governance, NIST, OWASP and GRC within highly regulated environments.

Platforms, Cloud & Modernisation: Modernising technology platforms through Azure, AWS, Lakehouse architectures, streaming platforms, DevOps, FinOps and cloud optimisation to improve resilience, agility and cost efficiency.

Strategy & Execution: Strategy built to be executed and proven by delivery, across retained multi-year engagements, so each cycle of strategy and delivery sharpens the next, aspiration honed by operational reality.

Representative Engagements

- **Post-Acquisition Value Creation (Bain Capital | FedEx/TNT | BBC):** Led technology, data and operating model transformation following complex acquisitions and carve-outs, delivering more than **£60M EBITDA improvement**, simplifying estates exceeding **2,800 applications**, reducing cloud operating costs by **20%**, and supporting integration programmes valued to **£3Bn**.
- **Enterprise Data & AI Operating Models (NEOM | Marlink | Opus 2):** Established enterprise data strategy, governance and AI-enabled operating models for sovereign programmes, Private Equity-backed businesses and global communications organisations, creating production Data Mesh capability, executive governance and commercial data products supporting revenue potential across organisations operating in over 30 countries.
- **Governance & Operating Model Transformation (HSBC | Opus 2):** 90% architecture governance overhead reduction across 450 enterprise architects in UK, India and China; full FCA/PRA compliance maintained throughout. Opus 2 re-wiring the organisation for performance, AI adoption and delivery.
- **Critical National Infrastructure (DXC):** Directed technology leadership for UK Government programmes including a **£400M** digital transformation and CTO leadership of a **£2.5Bn** National Identity Consortium, introducing AI-enabled fraud detection into nationally critical services. CTO for DXC's largest EMEA data infrastructure client.

Executive Appointments

Interim Chief Data & AI Officer | CIO/CTO Advisory

January 2014 to Present | UK/EMEA/APAC

Retained by Boards, CEOs and Private Equity investors to lead transformation where technology, data and AI had become constraints on growth, post-acquisition integration or organisational performance. Engagements have focused on strategy, operating model redesign, governance, AI-enabled transformation and commercial value creation across Private Equity-backed businesses, sovereign programmes, FTSE organisations and regulated industries.

Astorg & Five Arrows | Opus 2 CTO Advisory | International LegalTech platform, \$70M+ revenue

Engaged following declining technology delivery and reduced engineering confidence to diagnose the issues, reset the technology strategy, improve delivery capability and establish a scalable operating model aligned with commercial growth.

- Repositioned technology and product strategy to restore engineering credibility, and support renewed commercial growth.
- Introduced FinOps disciplines and AI-assisted software delivery practices.
- Reduced AWS cloud operating costs by 30%.
- Reduced deployment cycles from 90 days to 2 days.

Providence | Marlink Group Digital Capability & Efficiency Roadmap | \$550M satellite communications group; 5 BUs; 30 countries

Appointed to define a group-wide digital capability strategy following international expansion, creating a consistent operating model across multiple business units and geographies.

- Developed enterprise digital, technology and data strategy spanning five BUs across Europe, the Nordics and APAC.
- Defined governance and application standards across operations in 30 countries.

- Created the strategic foundations for scalable growth and operational efficiency.

PIF / NEOM

Head of Data Strategy & Architecture (NEOS) \$50M sovereign data platform; Cognitive City initiative

Selected to establish the data organisation, operating model and governance for NEOM's Cognitive City programme, creating a greenfield capability to support national-scale digital services and data monetisation.

- Built the Data Strategy & Architecture function from inception.
- Recruited and led a multidisciplinary team of 40 specialists.
- Established the data operating model, governance framework and production Data Mesh platform.
- Partnered with leadership across 14 sectors to define strategic data products and AI-enabled capabilities.
- Production Data Mesh delivered within six months.
- Identified \$30M first-year commercial opportunity through strategic data products.

GlobalSouthIT

Co-Founder | International Technology Innovation Partnership

Co-founded an international technology partnership spanning the UK, US and Morocco to combine executive leadership with global engineering capability, creating innovative digital platforms and scalable product development capability.

- Established cross-border engineering capability supporting ERP transformation across the US and Morocco.
- Leading technical architecture and design assurance for an intelligent retrofit platform integrating AI, IoT, edge intelligence and smart building management for large-scale cooperative housing.
- Building an international innovation capability combining executive advisory, software engineering and applied AI

Bain Capital | Kantar Media

CTO, Post-Acquisition Transformation | 3-year retained engagement | £3Bn acquisition; 800+ applications

Appointed following Bain Capital's **£3Bn acquisition** to support separation, simplify a highly complex technology estate and establish the operating model required to accelerate post-acquisition value creation.

- Led technical due diligence, TSA/CSA planning and development of the three-year transformation roadmap.
- Rationalised an estate of more than **800 applications** using capability-based planning and technical debt analysis.
- Industrialised AI, MLOps and automation across audience measurement products.
- Authored the technology strategy supporting the successful renewal of the **£30M BARB contract**.
- Delivered **£30M+ EBITDA improvement**.
- Reduced cloud operating expenditure by **20%**.
- Carve-out of sentiment and advertising businesses, readiness for eventual sale of the Audience Measurement business.

HSBC

Architecture Governance & DevOps Transformation | 450 architects; UK, US, India, China

Engaged to modernise IT governance across a global architecture community while maintaining regulatory compliance within one of the world's largest banking environments.

- Redesigned the enterprise architecture operating model supporting more than **450 architects** across the UK, India and China.
- Automated governance processes to accelerate decision-making.
- Led product ownership for Agile@HSBC, embedding modern delivery practices across development teams.
- Reduced governance overhead by **90%**.
- Maintained full FCA/PRA compliance throughout transformation.
- Improved organisational agility without compromising governance

FedEx/TNT

Acquisition Technology Strategy & Integration | 60+ countries; partnered with BCG

Following the failed acquisition of TNT by UPS, appointed to simplify enterprise technology and improve operational performance, anticipating the sale to FedEx. Post-acquisition, to establish a unified post-merger technology strategy across more than 60 countries.

- Developed technology roadmaps aligned with business capability across international operations.
- Rationalised an estate exceeding 2,000 applications.
- Directed automation and BPO transformation in partnership with BCG.
- Linked technology investment directly to corporate integration milestones.
- Delivered £30M+ EBITDA improvement.
- Reduced API landscape by 75%.
- Reduced month-end reporting from weeks to days.

Meertec | Enterprise Technology Innovation

August 2013 to Present

Advisory and innovation

Established Meertec to develop and commercialise technology capabilities that complement executive transformation appointments, applying enterprise architecture, AI and cloud technologies to complex public and private sector challenges while creating reusable intellectual property and delivery capability.

- Led Target Operating Model and High-Level Design for large-scale border and customs transformation programmes.
- Developed Secure Factory concepts applying Industry 4.0, Zero Trust and OT security principles to manufacturing environments.
- Scaled AI/ML capabilities for technology ventures, including GenAI and Retrieval Augmented Generation (RAG) solutions.
- Developed ESG-focused cloud optimisation capabilities, combining FinOps with sustainability and carbon reduction objectives.
- Created reusable architectures and technology accelerators for rapid client delivery and long-term value creation.

Solution & Strategy Director | Hewlett-Packard, Asia Pacific & Japan

August 2011 to April 2013

Field CTO for APAC | China, South Korea, Malaysia, Taiwan

Recruited as a leader for regional technology strategy and executive engagement across Asia Pacific, helping major enterprise clients modernise operating models while expanding HP's strategic services business.

- Led cross-border technology strategy across China, South Korea, Singapore, Malaysia and Taiwan.
- Directed executive engagement with regional CIOs and business leaders.
- Coordinated international engineering and R&D teams supporting major transformation programmes.
- Developed and assured multi-million-dollar technology service models and market-entry strategies across four Asia-Pacific markets.
- Secured a **\$250M** global cloud services engagement with Samsung with technical expertise.
- Enabled more than **\$50M** in new services business across the region.
- Developed international delivery models supporting complex digital transformation programmes.

CTO | Solution Director | DXC Technology

September 2007 to September 2010

Government & Business Services | £100M p.a. portfolio; 400 FTEs; largest EMEA infrastructure estate

Appointed to lead technology strategy, executive governance and solution delivery across DXC's Government & Business Services portfolio, supporting nationally significant transformation programmes and critical public infrastructure.

- Directed a **£100M annual portfolio** across government and regulated sectors.
- Led a multidisciplinary organisation of **400 architects, data scientists and transformation specialists**.
- CTO for the **£2.5Bn National Identity Consortium**, leading tech & data strategy, partner governance and ministerial engagement.
- Directed delivery of the **£400M UK Passport Service** transformation, introducing AI-enabled fraud detection into CNI.
- Exceeded annual P&L objectives across the portfolio.
- Established AI-enabled fraud detection within a major national service.
- Delivered executive governance across one of the UK's largest identity transformation programmes.
- Received Leading Edge Forum recognition for innovation in AI and Big Data.

Chief Architect | Steria | Criminal Justice IT

June 2006 to July 2007

Appointed to stabilise a high-profile criminal justice transformation programme that had lost delivery momentum, to rebuild stakeholder confidence and establish the architecture and governance required to deliver a nationally integrated justice platform.

- Led architecture and engineering teams of 60 specialists across a £90M transformation programme.
- Re-established delivery governance and strengthened relationships with ministry stakeholders and key delivery partners including Capgemini and Fujitsu.
- Defined the enterprise architecture for a cross-government criminal justice platform integrating more than 50 organisations.
- Delivered a national platform serving over 400,000 users.
- Established the architecture supporting integrated warrant management and information sharing across the criminal justice system.

Programme Architect (Enterprise Transformation) | Siemens | BBC IT Carve-Out

August 2004 to June 2006

Brought into one of the UK's largest technology carve-outs to design the enterprise architecture supporting separation of the BBC's technology estate while reducing operating costs and modernising collaboration.

- Led enterprise architecture for the £2Bn BBC technology carve-out.
- Directed a multidisciplinary architecture team and coordinated offshore agile delivery.
- Redesigned information management and collaboration capabilities to support a newly independent operating model.
- Negotiated strategic supplier agreements with Microsoft and OpenText Enterprise Agreements for the £2Bn+ BBC IT carve-out delivered; 10-FTE architecture team.
- Offshore agile development (15 FTEs, India) driven for the BBC Intranet platform.
- Secured a further £2M in annual savings through commercial supplier renegotiation.
- £16M+ savings across 38,000 users via information management and collaboration transformation. £2M+ from renegotiated Microsoft and OpenText agreements.

Career Foundations

Following postgraduate research in Artificial Intelligence, early leadership roles combined AI, enterprise architecture and systems engineering across financial services, industrial automation and the space sector, establishing expertise later applied to enterprise data, digital transformation and executive technology leadership.

- **AXA** (Enterprise Architect) Led integration, compliance and technology modernisation within a highly regulated financial services environment.
- **C-Bridge Internet Solutions** (Head of Architecture & Engineering) Directed architecture and engineering for a wealth management platform, establishing scalable technical foundations for financial services clients.
- **Science Systems Space Division** (Head of Mission Planning & Scheduling) Led development of commercial AI applications for mission planning and optimisation within the space sector.
- **Intelligent Automation Division** (Senior AI Consultant) Advised industrial clients on artificial intelligence and real-time control systems, providing one of the earliest foundations for a career centred on AI-enabled business transformation.

Education & Credentials

Doctor of Philosophy, Artificial Intelligence & Robotics | Grenoble INP-UGA, France

Master of Science (Distinction), AI | University of Essex, UK

Languages: English (Native), French (Professional), Mandarin (Basic)

UK Clearance: SC, DV (renewable)

Frameworks: TOGAF, ITIL, Lean Six Sigma, NIST, OWASP

Executive Data & AI Expertise: GenAI, RAG, GraphRAG, MLOps, Data Mesh, NLP, LLM, real-time, AI Governance.

Sabbaticals: 2010–2011: International family travel across Europe and Asia between executive appointments. 2013: Family sabbatical prior to establishing an independent executive advisory practice