



AVINASH BOROOWA

Data & Change Lead

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Professional Summary

I'm a seasoned professional working at the intersection of **Project Management, Business Analysis, and Data Science**, with a strong track record of delivering enterprise transformation and data-led change. My career spans senior roles across strategy, analytics, and delivery, where I've led high-impact initiatives in **data governance, reporting, AI readiness, and predictive analytics**.

As a **Data Translator**, I bridge technical and business domains, aligning stakeholders, shaping strategic direction, and embedding trusted data practices. My approach blends analytical rigour with leadership discipline, shaped by an **MBA from the University of Strathclyde** and early military training. I focus on empowering teams, enabling change, and making data a **scalable, strategic asset**.

Core Competencies

- **Digital Transformation & Change Management:** Strategy design and execution across large-scale programmes
- **Instructional Design & Training Delivery:** Learning solutions aligned to business capability uplift
- **Programme & Project Leadership:** Agile and traditional delivery models; cross-functional oversight
- **Data Governance & Business Intelligence:** Reporting, predictive analytics, ethical data use
- **Leadership & Resilience:** Disciplined, mission-focused delivery shaped by military and consulting roots

Notable Achievements

- Spearheaded **award-winning AI tools** for student support, recognised by UNESCO, DataIQ, and Times Higher Education.
- Designed and led the **Apprenticeships Data Infrastructure Project** (£2M), creating a scalable reporting and governance stack.
- Authored the **ethical policy** for predictive analytics at The Open University, now a sector-wide benchmark in education data ethics.
- Delivered strategic transformation initiatives using **Agile, target operating models, and cross-functional engagement**.
- Led predictive analytics initiatives adopted by **4,000+ educators**, improving retention and personalising student support.

Work Experience

Enterprise Data Governance & Quality Lead (Senior Business Analyst)

The Bicester Collection (Value Retail)

Nov 2023 – Present

I help enterprise organisations, like The Bicester Collection, become data-driven by embedding governance at scale. I've led the rollout of foundational capabilities, including the Data Governance Framework, Data Advisory Board, and Microsoft Purview Proof of Concept, aligning data standards with delivery and accelerating AI readiness and trust in analytics. In practice, I operate as the enterprise lead for data governance and assurance, setting standards, priorities, and escalation paths for how data is governed, accessed, and trusted across the organisation.

Key Achievements & Responsibilities:

- Established the enterprise **Data Governance Framework**, adopted across the DNA Programme.
- Authored the **Data Governance Policy** aligning lifecycle, ownership, and classification principles with information standards.
- Operationalised the **Data Advisory Board**, embedding decision-making, accountability, and risk oversight.
- Led the **Microsoft Purview PoC**, validating metadata harvesting, lineage, and glossary management.
- Designed the **Data Domain Model and Access Management Framework**, enabling structured stewardship.
- Piloted the **Certified Reporting Framework**, starting with the Weekly Business Review dashboard.
- Developed a triage-based **Data Request Process**, streamlining analytics delivery across functions.
- **Prototyped a Data Quality operating model** using live issues to embed governance into delivery.
- Embedded governance into programme lifecycles, ensuring **sustainability and service transition readiness**.
- Built **cross-functional engagement** across Data Strategy, Legal, Risk, and Technology.
- Designed governance approaches suitable for **federated operating models**, balancing central standards with local autonomy and delivery needs.

Business Relationship Manager (Senior Project Manager), Data & Student Analytics

The Open University – Chief Data Office

Feb 2023 – Nov 2023

I supported senior transformation leaders in aligning their change programmes with enterprise data capabilities. By designing tools like the Data Service Matrix and embedding data SMEs into delivery teams, I improved alignment, mitigated risks, and accelerated impact on student experience and strategic KPIs.

Key Achievements & Responsibilities:

- Created the **Data Service Matrix**, improving forecasting and reducing planning ambiguity by 25%.
- Acted as a strategic liaison between change teams and the **Chief Data Office**.
- Integrated data services into 4+ enterprise-wide initiatives, reducing fragmentation and delivery risk.
- Enabled >95% resource availability by forecasting and mobilising SMEs.
- Surfaced and mitigated 90% of critical data-related risks pre-delivery.
- Supported 20+ initiatives through **monthly demand planning** and stakeholder engagement.
- Developed **data-enabled business cases** with a 100% approval rate.

Data Change Lead (Project Lead – Data & MI, Apprenticeships Change Programme)**The Open University****Dec 2019 – Jan 2023**

I led the £2m Data Infrastructure Project to support the OU's Degree Apprenticeships scale-up. I delivered a Power BI reporting suite, migrated infrastructure to Azure, and developed a scalable Data Quality Framework, placing data at the heart of strategic growth and funding assurance.

Key Achievements & Responsibilities:

- Delivered a **cloud-based reporting stack** replacing legacy SAS infrastructure.
- Implemented a scalable **Data Quality Management Framework**.
- Defined the **target operating model** for sustainable data governance.
- Enabled real-time insight through **Power BI dashboarding**.
- Adopted **Agile delivery methods**, improving time-to-insight.
- Acted as strategic advisor on **data & MI governance** post-programme.

Senior Product Development Manager – Advanced Analytics & Data Science**The Open University****Jul 2019 – Dec 2019**

I led the institutional roadmap for advanced analytics, aligning it with regulatory frameworks such as TEF/WAS and student success strategies. I owned the predictive analytics backlog, defined adoption metrics, and advised on integrating analytics into the future-state architecture.

Key Achievements & Responsibilities:

- Owned the **enterprise analytics product backlog**.
- Conducted user testing to improve **predictive model engagement**.
- Launched training for 1000s of staff on **interpreting predictive risk indicators**.
- Supported **Core Systems Replacement** with analytics integration guidance.
- Developed business cases for AI-readiness and digital transformation.

Project Lead – Early Alert Indicators Project (Senior Product Development Manager)**The Open University****Jul 2016 – Jul 2019**

I led the £650k Early Alert Indicators Project, delivering an AI-powered dashboard used by 4,000+ educators. My work drove retention gains, shaped ethical data use policy, and positioned the OU as a global leader in educational analytics.

Key Achievements & Responsibilities:

- Delivered analytics and governance solutions in a **safeguarding-sensitive environment**, ensuring ethical use of data where trust, consent, and transparency were critical.
- Designed and deployed a **predictive dashboard** used by 4,000+ educators.
- Co-authored and institutionalised the **Policy on Ethical Use of Predictive Analytics**.
- Delivered a 4,000-staff training programme.
- Recognition includes:
 - **OU Research Excellence Award (2019)**
 - **Finalist, Times Higher Education Awards**
 - **Top 4 Finalist, UNESCO Prize in Education**
 - **DataIQ – Data for Society Award (2020)**

Workstream Lead – Analytics Project (Senior Project Manager)**The Open University****Dec 2013 – Jul 2016**

I led a £1m cross-functional initiative to embed predictive analytics, ethics, and evidence-based interventions into student success. I developed the Analytics for Action (A4A) framework, now core to the OU's Quality Monitoring process.

Key Achievements & Responsibilities:

- Delivered 3 workstreams: **Ethics, Predictive Modelling, Evidence-Based Interventions**.
- Authored the **Policy on Ethical Use of Student Data**, a sector benchmark.
- Developed and scaled the **Analytics for Action (A4A) Framework**.
- Integrated predictive analytics into institutional **quality cycles**.
- Founded the **Analytics Community of Practice**.

Education

MBA (Strategy)	University of Strathclyde	2008	Electives: Programme & Project Management, Risk Analysis, Leadership
Bachelor of Commerce (B.Com.)	Gauhati University	2000	

Technical Skills

- **Analytics & BI:** Power BI, Tableau, SAS Visual Analytics
- **Cloud & Platforms:** Microsoft Azure, Databricks (Unity Catalog)
- **Data Governance Tools:** Microsoft Purview
- **CRM & Digital Learning:** Salesforce, Moodle, Adobe Captivate
- **Process & Office Tools:** MS Office, Agile/Scrum frameworks