

Matt Large

*Data & AI leader — platforms,
teams and strategy.*

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My 26-year career has taken me through a broad range of roles — implementer, analyst, architect, consultant, manager — each going deeper into the architecture and operation of data, and the systems and teams that manage it. Alongside the industry I have been lucky to work on projects from traditional data warehouses to large data lakes and production data science. Having completed a full cycle of value-driven data strategy design, delivery and operation as Director of Data at UNiDAYS, I want to apply that experience at organisations looking to change their approach to, and value from, data.

Experience

APRIL 2026 — PRESENT

Freelance Educator Data & AI Literacy Academy, London

Responsibilities

- Delivering in-person and online training to organisations, supporting data and AI literacy programmes

NOVEMBER 2025 — SEPTEMBER 2026

Data Consultant UNiDAYS, London

Significant achievements

- Implemented revenue recognition changes, working closely with the Finance team
- Custom data warehouse and reporting for a key global partner

Responsibilities

- Advising data leadership
- Delivery of specific data and reporting products

Director of Data UNiDAYS, London

Significant achievements

- Creation and oversight of a long-term strategic data platform, from greenfield to enabling data-driven decision making across the organisation
- Automation of manual data work saving multiple FTE of effort
- Built a stable team from scratch, with a single permanent leaver in 6+ years
- Maintained a lean cost base for the data team, earning fiscal trust from the Exec team and positive requests for further spend
- New campaign performance reporting supported the scale-up of marketing products from 1% to 4% of company revenue, opening up further scaling for the following year
- Presented on Pragmatic Data Strategy at Big Data & AI World 2025

Responsibilities

- Recruitment and line management of the data team (4x data warehouse, 2x report developers, 2x data analyst)
- Procurement of key software platforms: reporting, ETL, data clean room, data acquisition
- Data architecture
 - Analysing source data systems, internal and external
 - Leading target warehouse and lake schema design
 - Advising engineering teams on data design of operational systems to support later analysis

Key skills

Data leadership

- Strategy planning, delivery and advisory to leadership
- Data team recruitment, management and career development

Data management and processing

- Data modelling and design
- Cloud data systems: AWS, Redshift, RDS, BigQuery
- Warehouse ETL and reporting: Tableau, Business Objects, custom

Analytics

- Google Analytics, Adobe Analytics, data capture standards

Engineering

- SDLC; Python, Java, Shell

Education

- 2:1 BSc (Hons) Computing Science, Staffordshire University, 1996–2000
- A-levels in Maths, Physics and Economics; GCSEs including Maths, English and Science

Community

- Speaker, Big Data & AI World 2025 — Pragmatic Data Strategy
- MC, Data Science Festival
- Chair, CDO Exchange Retail

FEBRUARY 2016 — JULY 2018

Lead Solution Architect Black Swan Data, London

Significant achievements

- Architecture responsibility for a large GIS project
- HR systems data integration specification for a major high-street retailer
- Growing the team through targeted recruitment

Responsibilities

- Technical solution design of large, complex projects
 - Requirements elicitation from external and internal stakeholders
 - Cross-workstream solution co-ordination
 - Data standards for broad application across business and projects
 - Data pipeline, structure and processing design
- Part of pre-sales processes
- Management of the solution architecture team

SEPTEMBER 2009 — FEBRUARY 2016

Senior BI Programmer/Analyst Channel 4, London

Significant achievements

- Design and implementation of data feeds, ETL and data warehouse aligning all VoD programme and advert viewing data
- Business approval of requirements and technical design for two big data projects
- Winning team for Big Data/Analytics Project of the Year at the 2014 UK IT Industry Awards
- Single specification and test suite for analytics tracking of VoD platforms
- Presented Channel 4's big data systems at the JAX London conference and the Big Data London meet-up

Responsibilities

- Technical oversight of BI projects, big data and web analytics tracking
 - Trusted advisor to business stakeholders
 - Response to business requirements
 - Technical design for implementation by internal and external development teams
 - Reporting, ETL and data warehouse design
 - Data exchange definition with internal and external systems

DECEMBER 2005 — SEPTEMBER 2009

Consultant PA Consulting Group, London

Significant achievements

- HSE solution automated data acquisition and dashboard analytics, cutting monthly metric turnaround from 5 person-days of effort to a few hours
- Author of the technical chapters of a successful £4M+ proposal
- Gained Business Objects Enterprise Certified Professional status

Responsibilities

- Senior technical advisor to clients; technical lead; proposal development; creation of internal training and knowledge-management materials
- Roles
 - System Architect for the Health Service Executive (HSE, Ireland) MI dashboard
 - Development Lead for a global telecoms client's MI dashboard
 - MI workstream lead for a grants management system
 - Data migration lead for the CSCI/Ofsted data exchange programme

JANUARY 2000 — DECEMBER 2005

Development Group Manager Simulacra, London

Significant achievements

- Increased capacity and efficiency of the development team, overseeing completion of a record number of projects for the company
- Projects completed for QCA, Design Council, DfES, MLA, BBC and the National Theatre
- DfES Curriculum Online web service and XML Schema design
- Architecture and implementation of a CMS administration desktop application and the MLA multi-site, single-architecture project
- Redesign and implementation of core code frameworks

Responsibilities

- Technical authority for the company; budget management; recruitment, performance and reward reviews

JUNE 1998 — AUGUST 1999

Developer IABG, Munich (industrial placement during degree)

Significant achievements

- Automated Word document compilation from a requirements database for German Air Traffic Control
- Web-based problem reporting tool