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**Senior Project, Engineering & Operations Leader ~ Cloud & Digital Supply Chain**

My greatest strength is my ability to take a strategic vision, identify what resources are needed to realise it and build, equip and motivate a powerful team to deliver exceptional business results.

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| **Capabilities*** Over 10 years of experience at a senior level improving business performance and customer service.
* Designed, built and operated all layers of “cloud” computing.
* A passion for quality and improving service that also results in reduced costs.
* A natural leader with an enthusiasm for life and work that is infectious and motivating for colleagues.
* Outstanding ability to forge a common purpose within and between teams, on a global scale.
* Equally adept at building a strategy and the “hands-on” implementation of it.
 | **Achievements*** Achieved best possible service value for customers per unit cost by combing in-sourcing, outsourcing and partnership with suppliers.
* Improved network and data centre availability to 99.999% through systematic analysis and careful investment.
* Delivered annual cost savings of more than 15% per year whilst work volume grew by 20%
* Improved margins by 5% by reengineering supply chains.
* Improved ease of doing business for customers by reducing their transaction times by 1000%.
* Reduced service restoration times from over five hours to under three.
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**Career History Summary**

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| *Role* | *Company* | *Dates* |
| Senior Technical Advisor, contract role. | [IXcellerate](http://ixcellerate.com) | 2014 to 2016 |
| SVP Engineering, Operations, Customer Care and IT | [Interxion](http://www.interxion.com) | 2010 to 2013 |
| SVP Operations, Customer Care and Engineering  | [Global Crossing](http://www.level3.com/en/) | 2008 to 2010 |
| CIO Europe |  | 2007 to 2008 |
| Director Business Operations |  | 2003 to 2007 |
| Programme Director Networks |  | 2000 to 2003 |
| Product Planning and Process Manager |  | 1998 to 2000 |

***Career History - Consultancy engagements 2013 to 2016***

**Senior Technical Advisor ~ IXcellerate**

IXcellerate builds and operates data centers and internet exchanges across Eurasia <http://ixcellerate.com/>

Investors include the Sumitomo Corporation, the World Bank and the entrepreneur Guy Willner.

* Investment plan, construction and operation of Moscow data centre campus
* Technology design, equipment selection, supply chain development and equipment financing
* New customer focused data centre design - 30% cheaper and 25% more efficient than competitors
* Company valuation increase threefold in two years, on track for cash flow positive in third year
* Development of a Eurasian internet exchange and metro and regional connectivity offering
* Customer acquired include major global cloud platforms

**Operations Director ~ Predictable Network Solutions**

PNSol provides “application aware” network performance consultancy and services <http://www.pnsol.com/>

They have developed massively disruptive new network measurement and management technology and solve the problems that the world’s largest telecoms companies cannot fix themselves.

* Development of technology tools used in consulting services into viable commercial products
* Improvements achieved for customers include: transforming network performance from the worst in the country to the best and reducing capital expenditure by 60%
* Investor relations and finance raising for organic and inorganic company growth

***Career History – Permanent roles***

**SVP Engineering and Operations Support** **at** **Interxion, from August 2010 to August 2013**

European data centres (carrier neutral colocation) € 300 million turnover, 400 staff [www.interxion.com](http://www.interxion.com)

Member of executive board, reported to CEO

Overall responsibility for design, build and operation of 30 Data Centre across Europe; IT and Customer Service

Annual budget €150 million, 300 staff

Interxion increased earnings by 83% (€52 million) and revenue by 61% (€105 million) in three years.

Responsibilities -

* Data Centre design, construction and operation across eleven European countries
* Develop and implement company strategy with other members of leadership team and regional management
* Customer Service - increase “ease of doing business” and enable customer self-service
* Owner of capital and operational expense budget: justifying, allocating and overseeing expenditure
* Technology assessment and selection, procurement and supplier management
* IT strategy, architecture and roadmap – deploy technology to create scalability and speed up delivery processes
* Functions - engineering, IT, product engineering, operations support, customer care centre and quality management

Achievements -

* Delivered twenty construction projects with a total capital value of € 300 million, on time and on or under budget
* Set internal and industry standards for improved customer service, operation best practice and efficiency improvement
* Reduced design and construction time by: improving and standardizing designs; re-engineering processes and risk management; and developing effective and efficient supply chain management
* Reduced build and ongoing capital costs, which increased cash generation from investments by 8%.
* Created rigorous cost management structures and process to improve value for money and prevent fraud
* Built IT investment plan of €6 million to deliver an annual increase in profit of €10 million in four years

**Multiple Roles at Global Crossing from 1998 to 2010**

Global telecoms service provider, $2.9 billion turnover, 4000 staff (now Level 3) <http://www.level3.com>

**2008 – 2010 SVP Operations EMEA**

Reported to regional MD and Global EVP Operations & Engineering, key member of regional leadership team

Budget responsibility of >$100 million

550 staff in function, 1000 overall including outsourced services

Network of more than 25 000 km across Europe, 800 POP sites, 5 data centres, more than ten thousand customer sites

Responsibilities -

* Service, technology, network and supply chain strategy ownership for region including investment plan and overall control of all capital expenditure in region
* Construction and management of all sites, data centres, fibre network and voice and data networks, including UK government security accredited IP network
* Provided customers with multiple services ranging from dark fibre to desk top and hosted applications
* Develop managed services for enterprise customers, including hosted services
* Functions - planning, engineering, network operations and management, security, customer care centres, service activation, field operations, billing, health and safety, quality management and ISO accreditations

Achievements -

* Built over one hundred managed customer networks, from ten to a thousand customer sites per network
* World Communication Awards - winner of “User Choice” and highly commended for Customer Service
* Improved network availability to 99.999%
* Reduced service restore times from over five hours to under three
* Achieved best possible service value to customers per unit cost by “multi-sourcing” - combing in-sourcing, outsourcing and partnership with suppliers

**2007 – 2008 CIO Europe** Reported to regional MD and SVP IT

Responsible for all IT functions in region and jointly responsible for global IT architecture

* Transformed IT department into a commercially and service focused team
* Defined and introduced service orientated architecture, accommodating UK government security requirements
* Server virtualization programme - reduced costs, carbon footprint and improved reliability

2003 – 2007 Director Business Operations Reported to VP Global Network

Responsible for network performance management, OSS and IT systems of 100 000 km global fibre optic sub-sea telecoms network spanning four continents, 27 countries, and 200 major cities

* Deputy to the VP of Global Network with direct responsibility for the global network 50% of the time
* Built 99.999% availability into newly built global sub-sea and regional terrestrial networks
* Multiple successful deployments and integration of IT and OSS systems needed to operate a new global network

2000 – 2003 Programme Director Networks Reported to VP Business Integration

Director of all IT, network upgrade and build-out projects for European and then global network operations

1998 – 2000 Product Planning and Process Manager Reported to Product Director

Conceived and implemented product development and management processes for telecoms start up that delivered 12 new products in one year worth $200 million in new revenue

Roles prior to Global Crossing

1992 - 1998 General Manager with P&L responsibility, Production and Total Quality manager

Precision Manufacturing & Supply Chain Management, three roles in different companies

1989 - 1991 Geophysical Engineer with Schlumberger Oilfield Services, Europe

1983 - 1987 Student engineering on Anglo American coal and gold mines during vacations

*Professional Development and other information*

2012 Financial Management for Senior Managers, London Business School

2001 Executive Management of Systemic Improvement, Goldratt Institute

1994 Total Quality Management, Deming Association

1988 BSc Mechanical Engineering, University of Cape Town, South Africa

* Born 20th January 1965
* British citizen
* Security Cleared by UK government when at Global Crossing