

## WILLIAM GRAHAM B.Com, B.Ag.Sc., PMP

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### PROFILE:

- William is an experienced graduate and PMP/PMI qualified **Programme & Project Manager**. He excels in making Corporate Strategies happen. Demonstrable and proven experience in motivating internal & external teams from diverse directorates, to work together as a virtual team towards a common objective.
- His experience has encompassed the planning & delivery of a wide variety of business change and IT-enabled projects, programmes and consultancy.
- His knowledge of technologies covers integrated CRM, Provisioning, Billing, Finance and Settlement systems in major Finance, Telecommunications and Retail organisations with International experience.
- To underpin these skills, William has acquired 15 years experience leading operational & strategic delivery teams and includes management of programme & project delivery, contract negotiations, risks, issues and change and “failing” programmes & projects.

### PROFILE OF REPORTING LINES, BUDGET AND TEAM SIZES FOR ASSIGNMENTS LISTED BELOW:

**Orange PCS Plc. (FT Group), London & Bristol (Telecoms.)** **January 2008 – present**  
**Senior Project Manager (Strategic Partnerships: Commercial & Contract Management)**

- Reporting peers: FT Group Procurement band Contract Manager, Orange UK Procurement Manager.
- Team size:
- Budgets responsible for:

**Orange PCS Plc. (FT Group), London & Bristol (Telecoms.)** **July – December 2007**  
**Programme Manager (Centralised Decisioning)**

- Reporting peers:
- Team size:
- Budgets responsible for:

**MTN Telecom, Johannesburg, South Africa (Atos Origin) (Telecoms.)** **January – June 2007**  
**Programme Management Consultant**

- Reporting peers:
- Team size:
- Budgets responsible for:

**Fidelity International Ltd, London (Investment Banking)** **March – December 2006**  
**Programme Manager (Investment Banking - CRM)**

- Reporting peers:
- Team size:
- Budgets responsible for:

**I.B.M. Corporation, London (based Riyadh, Saudi Arabia)** **January 2005 – February 2006**  
**Programme Manager (Branch Transformation, Riyad Bank) (Banking & Financial Services)**

- Reporting peers:
- Team size:
- Budgets responsible for:

**Barclays Bank Plc, Knutsford, Cheshire (Banking & Financial Services)** **July – December 2004**  
**Senior Project Manager (ADIR: CRM Customer Gateway & Open Plan)**

- Reporting peers:
- Team size:
- Budgets responsible for:

**KPMG, Birmingham (based Riyadh, Saudi Arabia) (Telecoms)      December 2003 – June 2004**  
**Senior Project Manager (Billing Disaster Recovery, Saudi Telecom)**

- Reporting peers:
- Team size:
- Budgets responsible for:

**LLOYDS-TSB Plc, London (Banking & Financial Services)      July 2001 – December 2003**  
**Senior Project Manager (CRM Systems)**

- Reporting peers:
- Team size:
- Budgets responsible for:

**CABLE & WIRELESS Plc, London (Telecoms)      September 1999 – June 2001**  
**Programme Manager (E-Commerce & Customer Care & Billing Systems)**

- Reporting peers:
- Team size:
- Budgets responsible for:

**NORTEL CORPORATION, U.K. (Telecoms.)**

- Reporting peers:
- Team size:
- Budgets responsible for:

**KINGFISHER Plc, London, U.K. (Retail)**

- Reporting peers:
- Team size:
- Budgets responsible for:

**EXPERIENCE & CAREER HISTORY:**

**Orange PCS Plc. (FT Group), London & Bristol (Telecoms.)      January 2008 – present**  
**Senior Project Manager (Strategic Partnerships: Commercial & Contract Management)**

- Managing the commercial and contract processes within the CRM Business Excellence strategic programme which includes the development & execution of an agreed standardised contract management model that is being used to build effective strategic & working partnerships between OUK Bus. Ops. & IT&N, France Telecom skill centres, Corporate Purchasing, Finance & Legal.
- Facilitating multiple projects through the standardised contract management model covering RfI/RfP scoring decisions, vendor selection & contract negotiations. Also managed the operational, legal and finance teams to secure associated commercial and legal conditions and costs. Involved a large degree of Change Management across cultural & national boundaries to achieve full buy-in to the proposed model.

**Orange PCS Plc. (FT Group), London & Bristol (Telecoms.)      July – December 2007**  
**Programme Manager (Centralised Decisioning)**

- Responsible for transforming a failing CRM programme based on the Chordiant platform to support Centralised Decisioning. Matrix management of a cross-functional and multi-disciplined technical and business team (up to 60 professionals) including partners and 3<sup>rd</sup> party suppliers.
- Led the planning for the phased implementation and rollout of the CRM solution. This included platform integration with existing customer records (from bespoke databases). Managed the establishment of a fully integrated Programme Office & structured approach to the programme's

governance and stakeholder management along PMI guidelines. Transitioned the programme to a delivery team.

**MTN Telecom, Johannesburg, South Africa (Atos Origin) (Telecoms.) January – June 2007  
Programme Management Consultant**

- Led and managed the planning phase of a Billing Programme to replace a legacy platform with a SingleView Billing platform. Managed the process for agreeing defined business requirements for the selected billing solution, negotiating and agreeing contract terms with selected third party providers (Intec, Patni), along with associated resource mobilisation and delivery framework.

**Fidelity International Ltd, London (Investment Banking) March – December 2006  
Programme Manager (Investment Banking - CRM)**

- Led and managed the planning phase of a CRM Programme developing and implementing a solution for the Defined Benefit (DB) & Defined Contribution (DC) areas of the Institutional businesses for the UK & EMEA regions. The plan adopted the phased implementation and rollout of the CRM solution using the RUP (JAD) approach. This included integration and migration of all customer records (from bespoke databases) onto a single CRM Oracle database.

**I.B.M. Corporation, London (based Riyadh, Saudi Arabia) January 2005 – February 2006  
Programme Manager (Branch Transformation, Riyadh Bank) (Banking & Financial Services)**

- Riyadh Bank embarked on a strategy to make the bank's branch network more customer centric by providing greater visibility of customer information to their employees, linking branch & call centre to facilitate the introduction of enhanced sales, marketing and service initiatives and to enable the bank to introduce the concept of closed-loop customer marketing.
- Responsibilities included managing international and cross-functional technical and business teams (approx. 100 professionals) through all aspects of the Software Development Life Cycle (SDLC), the successful execution & delivery of the Branch Transformation Programme including upgrading from Siebel 7.5 to Siebel 7.7 (GA) Arabic and migration of customer records to a single AIX UNIX database. Managed the implementation & pilot rollout (to 5 branches) of Siebel eFinance (Arabic), Siebel Analytics and Siebel Teller platforms as the Branch front-end solution. This was developed using the Rational Unified Process (RUP). (Rollout to the 214 branch network undertaken under separate outsourced cover).

**Barclays Bank Plc, Knutsford, Cheshire (Banking & Financial Services) July – December 2004  
Senior Project Manager (ADIR: CRM Customer Gateway & Open Plan)**

- Responsible for the delivery of all changes and enhancements to the CRM (Customer Gateway & Open Plan) platform suite based around the Chordiant 5.6 product as part of Barclays Application Development and Infrastructure Renewal (ADIR) programme. Led virtual teams from the IT organisation and business across the full application and infrastructure development lifecycle from bid submission to deployment into the production environment.

**KPMG, Birmingham (based Riyadh, Saudi Arabia) (Telecoms) December 2003 – June 2004  
Senior Project Manager (Billing Disaster Recovery, Saudi Telecom)**

- Led an international technical team (Solution Delivery, Continuity and Networks, Security, Infrastructure and Billing specialists) responsible for the Proof of Concept and the end to end Implementation of a Billing Disaster Recovery solution in 2 locations, Riyadh and Jeddah, including full failover testing for GSM and Land Line services. The technology included ICMS primary Billing & associated systems; Comptel (Mediation), RTTS (Remedy), ISS, BPI, RTPS, TNG- Unicenter, DOC1 for UNIX (Bill Print) and BVR.

**LLOYDS-TSB Plc, London (Banking & Financial Services) July 2001 – December 2003  
Senior Project Manager (CRM Systems)**

- Managed the end to end fully integrated implementation of the Chordiant / Marketing Director CRM platform into LloydsTSB Scottish Widows. Included acceptance of the configured platform, installation and integration into Scottish Widows IT infrastructure and production environments. Utilised the Capability Maturity Model (CMM) in new process development. Established a PMI /

PRINCE 2 methodology based integrated Project Office, its processes, policies and procedures for LloydsTSB Group.

**CABLE & WIRELESS Plc, London (Telecoms)**

**September 1999 – June 2001**

**Programme Manager (E-Commerce & Customer Care & Billing Systems)**

- Managed international and cross-functional matrix teams and 3<sup>rd</sup> party vendors (up to 30 professionals) responsible for the end to end analysis (Feasibility Study and Requirements documentation), development and implementation of a KENAN Arbour Billing Platform. Products supported were Web Hosting; FRAME/ATM and IP-VPN in-line with C&W's strategic objectives for new markets and IT platforms.
- Directed the end to end fully integrated implementation of the Arbor Kenan Billing platform into C & W Plc. Included acceptance sign-off into production. Led and managed the interface development work with CRM platforms (Siebel / Clarify), Order Management (Architel OMS), Financials ( SAP R3) and other OSS products (Clarify). Utilised the Capability Maturity Model (CMM) in new process development. Established a fully integrated Programme Office, its processes, policies and procedures along PMI / PRINCE 2 guidelines.

**PREVIOUS ASSIGNMENTS & ROLES:**

<b>COMPUTER HORIZONS CORPORATION, Kuwait (Government)</b>	<b>Senior Project Manager</b> <ul style="list-style-type: none"> <li>• Led and managed the successful certification of computer systems at a principal Kuwait Government agency.</li> </ul>
<b>NORTEL CORPORATION, U.K. (Telecoms.)</b>	<b>European Programme Manager</b> <ul style="list-style-type: none"> <li>• Managed a Business Continuity strategy development program involving associated businesses in the UK, France, Switzerland, Holland, Germany, Italy, Israel, Turkey, Russia and Scandinavia.</li> </ul>
<b>KINGFISHER Plc, London, U.K. (Retail)</b>	<b>Global Programme Manager / Consultant</b> <ul style="list-style-type: none"> <li>• Managed and delivered a global Strategic I.T Plan for the Executive Board involving associated businesses in the UK, Holland, Belgium, France, Germany, Poland, Hong Kong, Taiwan, Canada and Brazil.</li> </ul>
<b>LLOYDS-TSB Plc, London, U.K. (Banking &amp; Financial Services)</b>	<b>Senior Project Manager (Strategic Process &amp; Systems Architecture)</b> <ul style="list-style-type: none"> <li>• Developed and implemented a new processing system in support of a major strategic Business Change initiative with the objective of significantly improving profitability, efficiency and service offering.</li> </ul>
<b>Frigoscandia Distribution Group, U.K.</b>	<b>Project Manager</b>
<b>Alexander Proudfoot Plc., N.Z. &amp; U.K.</b>	<b>Senior Management Consultant</b>
<b>Mobil Oil (NZ) Ltd., N.Z.</b>	<b>Project Manager</b>

**TECHNICAL SKILLS, M.I.S. EXPERIENCE & TECHNOLOGY:**

<p><b><u>Vendor Systems:</u></b> Chordiant / Marketing Director; Siebel 7.5, Siebel 7.7; Siebel/Eontec; Clarify; Architel OMS; SAP; Arbor BP; Geneva BP; Remedy (RTTS); IBM AS400; IBM ICMS(Billing); Comptel, Pivotal CRM, Satuit CRM.</p> <p><b><u>Software Applications:</u></b> MS Project; MS Access; AIX; UNIX; Oracle; Novell Netware; Panagon; Primavera; PMW; Visio 2000; CASEwise Corporate Modeller; Java; J2EE, SAP Financial.</p> <p><b><u>System Applications:</u></b> FRAME/ATM; IP-VPN; Web Hosting, e-Commerce; e-Finance.</p> <p><b><u>Methodologies:</u></b> PMI / PMP (Qual.), PRINCE2, DSDM, SSADM, RUP (JAD), Capability Maturity Model (CMM).</p>
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**EDUCATION QUALIFICATIONS & PROFESSIONAL TRAINING:**

**Professional Qualifications:** PMP (Project Management Institute - PMI) [Prince 2]  
DSDM

**Educational Qualifications:** Bachelor of Commerce (B.Com) – University of Canterbury (Lincoln College), New Zealand  
Bachelor of Agricultural Science (B.Ag.Sc.) – University of Canterbury (Lincoln College), NZ

**Curriculum Vitae – William J. Graham**

**Languages:** English – fluent                  French - conversational

**Nationality:** Dual UK / New Zealand citizenship  
Full UK, New Zealand & Australian driving licences