

RORY MURRAY MIEE, MBCS, FRSA

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<http://www.rorymurray.com>

- A [highly recommended](#) senior IT/Telecoms Interim with a 100% track record of successful delivery.
- Specialist in start-ups, turn-arounds and environments with a high degree of instability or ambiguity.
- Strong skills in Project/Programme Management, Business Process, Solution Design, Business Analysis, Feasibility, Transformation, Strategy
- Plain-speaking, compelling communicator who leads from the front and builds strong, highly focussed and cohesive teams
- Broad cultural experience – Europe, Middle East, Africa, India, North America

Atholl Consulting Ltd, EMEA

June 2002 – Present

- **Telecoms Strategy Consultant, Government of Nigeria** **July 2011 – Present**
Challenge:- The telecoms network and SCADA system that monitors and manages Nigeria's power generation and transmission network is not fit for purpose and needs to be fixed ahead of privatisation.
Actions:- Running an in-country program for Adam Smith International, funded by DFID, auditing the current network to identify, prioritise and resolve the wide variety of technology and infrastructure issues.
Results:- Initial report with recommendations on stabilising the current solution and migrating to a more robust architecture delivered and accepted. Program to identify/resolve technical issues is ongoing.
- **Program Manager, Google, EMEA** **Jan 2011 – June 2011**
Challenge:- To build, from scratch, a new hardware decommissioning program covering the whole of Europe, Middle East and Africa. Working on behalf of Google to decommission and remove obsolete and under-spec'd router hardware from live datacentre environments.
Actions:- Negotiated warehousing and logistics contracts with Schiphol based logistics company. Recruited and trained engineers and support staff. Designed and implemented all systems and processes for handling of hardware through full lifecycle. Instrumental in launch of warehouse management system. Day-to-day management of all staff and activities across half the globe.
Results:- In 5 months built an operation that was cycling upwards of \$1m/wk of equipment through warehouse for redeployment or disposal. Savings to Google > \$10m.
- **GGC Technical Coordinator, Google, Mountain View CA** **Aug 2010 – Dec 2010**
Challenge:- To create, from scratch, the US and Pacific side of a new program to implement dedicated caching platforms within ISP and Telco networks from the Americas to Australasia.
Actions:- Working with one researcher, undertook detailed research to identify target organisations, prepare and deliver presentations. Handled entire lifecycle from initial contact to delivery of hardware. Assisted in the capture and definition of business processes and the development of Salesforce.com opportunity tracking system. Recruited team of 4 plus a team lead to upscale and handover the program.
Results:- Signed contracts with around 50 ISPs, worth \$0.5m in hardware and created immediate savings for Google of over \$2m by removing around 2Tb of traffic from their servers.
- **Regional Consultant, GSM Systems, Nigeria** **June 2010 (1 Month)**
Challenge:- Inefficient spare parts supply-chain within Zain (now Airtel) causing extended network outages and costing/wasting money.
Actions:- Undertook audit of systems and processes to identify areas for improvement. Wrote new processes and proposal for changes identifying areas for immediate and long-term improvement.
Results:- Reduced down-time by up to 50%, changed warranty/repair processes to save >\$10m in first 12 months and demonstrated further savings of \$40m+ over the long-term through ongoing efficiencies to systems and processes within field engineering, warehouse and vendor management.
- **Managing Director, White-Label.biz** **June 2009 – June 2010**
Challenge:- To create and manage a "customer-friendly" front end for an established and successful open-source web development company used to very technical engagements with other geeks and not very good at dealing with "arty types".
Actions:- Designed full-lifecycle processes for customer engagement, project specification and solution development and testing. Managed/monitored all engagements from initial contact to final hand-over.
Results:- Successfully transitioned company to a commercially driven operation with high client satisfaction and a strong pipeline of profitable work.
- **Interim Director of Strategy, Ericsson** **Aug 2008 – June 2009**
Challenge:- To spearhead a new approach to deep strategic engagements with technical departments of target mobile operators.
Actions:- Meeting with core transmission teams to understand their issues, provide thought-leadership and position solutions and consulting engagements to address these issues in a "non-salesy" way.
Results:- Proposed and closed >£2m solution for T-Mobile UK to manage their core network performance more effectively within first 3 months. Managed scoping of solution within multi-disciplinary team.

- **Senior Business Analyst, BSKyB Telecoms** **Mar 2008 – Aug 2008**
Challenge:- To define and design a range of new and improved Broadband and Voice products for BSKyB.
Actions:- Working with product managers, legal & regulatory, marketing and technical teams, including Easynet to understand requirements and then manage the detailed definition of business, operational and technical processes to achieve agreed product specifications by leveraging detailed knowledge of BT Wholesale and Openreach processes and systems upon which these new products would be based.
Results:- Mentored junior team members on BT's systems and processes and contributed significantly to the current portfolio of products and services, including upsell and cross-sell routes to bind the portfolio together more cohesively.
- **Lead Technologist, Telecoms Practice, Wipro** **Sep 2007 – Feb 2008**
Challenge:- Managing a number of short strategic interventions for Cable & Wireless and a large Systems Integration program for Portugal Telecom.
Actions:- Working with C&W management to identify aspects surrounding their migration to MPLS that had not been addressed as part of the core activities, e.g. secure protocols, various migration processes, etc. In PT, the role was to define and own Phase 2 of a large system development and integration program to deliver a new order management system.
Results:- C&W- three process re-engineering solutions and one new security solution design in 6 weeks. For PT, delivered the overall strategy for Phase 2 – next generation voice, Ethernet and high-volume data with fully integrated view of ordering, activation & provisioning and differentiated metering/billing.
- **Strategy Consultant - BT OneIT** **Feb 2005 – May 2007**
Challenges:- Managing a large number of rapid feasibility assessments from across BT's Lines of Business, each taking 4-8 weeks.
Actions:- In each case, understand the symptoms/issues/opportunities and build a team of subject matter experts from across the business to explore and understand the roots causes and potential solutions. From there create an iterative approach to address the requirements, create a report with sign-off from the various contributors and present it back to Management with Go/No-Go recommendations and a business case, with legal/regulatory and other constraints fully addressed.
Results:- Conducted numerous studies, process re-engineering solutions, new product feasibilities and strategy documents, some of which were published as industry consultation documents. Responsible for migrating number portability out of BT Retail into Openreach, a range of xDSL products/services and for saving BT £m's on DACS removal and field-force efficiencies. Papers written include [Broadband Line Access](#) and [IRS for FTTP](#)
- **Transformation Consultant – Bahrain Telecoms** **Nov 2005 – Nov 2006**
Challenge:- To create a design and transformation roadmap for a single cohesive, fully integrated OSS/BSS system stack for the entire business.
Actions:- Managed a team of 12-15 Indian Subject Matter Experts auditing existing systems across 3 stove-piped businesses – Voice, Data and Mobile, which were being run as independent "empires" with their own systems and processes. Reorganised the SME interview teams and the client workshop schedule to maximise time and focus, whilst reducing impact on clients' teams. Rewrote work plan to give incremental steps that could be measured / reported and mentored SMEs on interview/workshop techniques to optimise quality of information gathered.
Results:- Delivered entire program on original schedule, despite three weeks lost prior to my arrival. All deliverables signed off and agreed. Invited back to lead the initial implementation of the plan and give the program momentum – spent 9 months commuting between London and Manama to mentor Batelco staff.
- **Interim Solutions Consultant - Tech Mahindra** **May 2004 – Jan 2005**
Challenge:- To bring a range of strategic programs under a single PMO-style organisation in order to leverage synergies and skills and ensure alignment between programs.
Actions:- Operated as the "Front Door" for all interactions. The focus was to create a consistent way of handling all major programmes, from inception and requirements gathering, through development and into production, whereby expertise was utilised optimally and lifecycle was streamlined to create by time and cost savings.
Results:- Reduced development cycle times and program costs by 20%+ and improved client satisfaction. An unintended consequence was also improved staff retention, motivation and productivity.
- **Interim Feasibility Consultant - BT Exact** **Jan 2004 – Apr 2004**
Duties and role as per BT One IT above.
- **Interim Project Manager - UK Government, DEFRA** **Aug 2003 – Dec 2003**
Challenge:- A rapid intervention to recover a stalled programme intended to implement Oracle Financials (11i) as the new accounting system within this major Government Ministry.
Actions:- Rebuilding core team, motivating and focusing them and putting the systems in place to ensure successful delivery, then transitioning it into steady-state delivery, so an internal manager could run the programme.
Results:- Handed over to internal programme manager in a stable state in 14 weeks.

- **IFMIS Programme Manager - World Bank, Malawi** **Aug 2002 – Jul 2003**
Challenge:- Created and deliver a rescue strategy for the Malawi Government's CODA financial system project, on behalf of the World Bank, as part of a \$12.6m IT programme to deliver "transparency and accountability" into the finances of one of the 5 poorest and 10 most corrupt governments in the world
Actions:- With a team of 5 Malawian engineers, a Czech CODA consultant and a South African Oracle engineer the plan was rebuilt and the issues were uncovered through 10 weeks of workshops with Ministry of Finance and Treasury staff. The system was then built as modules, integrated and delivered.
Results:- The program was delivered in just 11 months, compared to the previous project, which took 3 years and achieved very little. Saving = \$millions.

Nortel Networks **Europe** **Jan 2000 – May 2002**

- **Directeur de Marché - Southern Europe, eBusiness Solutions** **(Paris 2001/2)**
 Prime contact for all major (\$multi-million) OSS/BSS engagements across the whole of Southern Europe. Provided commercial and technical leadership to large international matrixed teams and interfaced with clients and SIs to ensure success from initial engagement and RFx, through development and integration, to ultimate hand-over of working solutions.
- **Market Development Manager - Serviceware Solutions** **(London 2000/1)**
 Managed all OSS/BSS engagements for France Telecom, Telecom Italia, KPN, their global JVs and various BT JVs. Managed large international matrixed teams from proposals and solution design to post-sales handover. Largest deal was a complete OSS/BSS stack from CRM to Element Managers for BT sunrise 3G at \$35m.

Early roles **1987 - 1995**

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| ○ 1999-2000: | UTN Integration | Key Accounts Manager, Networks and Integration |
| ○ 1998-1999: | Facit Europe Ltd | UK Telecoms Products Manager |
| ○ 1995-1998: | Planet Computers Ltd | Business Development Manager (£0 to £1m in 3 years) |
| ○ 1994-1995: | Roundabout Travel Guides | Regional Marketing Manager |
| ○ 1992-1994: | Response Computer Mtnce | Account Manager (Major Accounts) |
| ○ 1988-1992: | TCI (Service) Ltd. | Technology Consultant (Japanese Investment Banks) |
| ○ 1987-1988: | Norsk Data | Telephone Sales Executive |

Other interests

- **Commercial Director, ECS Ltd** **June 2005 – June 2011**
 Consultancy on the design, setup and management of Social Media/Networking platforms and the optimum use of Social Media as a cornerstone of client engagement strategy.
- **Trustee of CGD Research Trust (Pro bono)** **2004 – 2008**
 Chair of the Fundraising, Development & Strategy Committee – launched J4G US in 3 months.
- **Blogger and Social Media Strategist** **2005 – Present**
 Consulting and blogging on trends in Social Media and Business Networking.

Personal Details

- British citizen and passport holder
- Married with 3 dependent children, rugby fan (qualified RFU Coach), would-be red wine buff, blogger.

Professional Memberships

- **MIEE** (Member of the Institution of Electrical Engineers (now MIET))
- **FRSA** (Fellow of the Royal Society for the promotion of the Arts, Commerce & Manufacture)
- **MBCS** (Member of the British Computer Society)

Downloads/Personal Websites

- Atholl Consulting – <http://www.atholl.net>
- Personal Site - <http://www.rorymurray.com> (More links here)
- LinkedIn - <http://uk.linkedin.com/in/rorymurray>
- Slideshare - <http://www.slideshare.net/RoryMurray>
- ROR – <http://www.returnonrelationships.net>