

# KAM PATEL



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## SUMMARY OF EXPERIENCE

Jun '17 - Feb '18	Co-founder & CTO		Fintech
Aug '16 - Jun '17	Head of DevOps Transformation - Commercial Banking		Transformation
Feb '15 - Oct '16	Head of Business Management & Architecture Governance		Operations
Jun '14 - Jun '15	Chief Architect - Customer Value Management (CRM)		Management
Mar '14 - Jun '14	Senior Lead Solutions Architect - CRM		Architecture
Jan '13 - Mar '14	Senior Payments Solutions Architect - Global AML		Architecture
Aug '11 - Jan '13	Senior Payments Solutions Architect - Project Verde		Integration
Nov '10 - Aug '11	Portfolio Lead Solutions Architect		Architecture
Feb '10 - Oct '10	MDM Solutions Architect		Big Data
Sep '09 - Feb '10	Business Transformation Solutions Architect		Transformation
Feb '09 - Jul '09	Lead Transformation Architect / IT Project Manager		Transformation
Jan '08 - Dec '08	Senior Solutions Architect / Project Manager		Architecture
Apr '07 - Dec '07	Lead NGN Voice Architect - Overseas		Consultancy
Oct '05 - Jun '07	21CN Architect - Design		Low-level Design
Oct '04 - Jun '17	Founder & CEO		Entrepreneurial
Mar '04 - Oct '04	Head of VOIP Services		Management
Oct '03 - Mar '04	Head of Sales - Broadband & VOIP		Sales / Marketing
Jan '03 - May '03	Part-time Lecturer, ICT, Computing & Telecoms		Education
Jul '02 - Jan '03	Consultant, Strategic Marketing And Sales		Sales / Marketing
Dec '01 - Jul '02	MD & Vice President Sales, EMEA		Executive Sales
Sep '00 - Dec '01	Vice President, Hosted Solutions, EMEA		LoB Executive
May '00 - Sep '00	Director of Strategic Marketing, EMEA		Marketing
Sep '98 - May '00	Senior Internet Business Solutions Manager		Marketing
Oct '97 - Sep '98	Web Technology Manager		Management
Jul '96 - Oct '97	Internet Manager		Technical
Sep '91 - Jul '96	Deputy Supervisor Apple Mac Editorial		Designer
Feb '91 - Apr '91	Sub-Editor & Layout Artist		Journalist
Apr '90 - Feb '91	Junior Foreign Exchange Dealer		Finance
Mar '89 - Oct '89	Freelance Journalist & Layout Artist		Journalist

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## PROFESSIONAL EXPERIENCE (in detail)

COGNI, New York, London

### Co-founder and Chief Technology Officer

Jun 2017 - Feb 2018

- Take responsibility and own IT architecture and development for Fintech offering banking services to the Gig Economy
- Built state-of-the-art applications for mobile with modern technologies/frameworks
- Contributed and drove continuous improvements to development methodology and underlying processes
- Built and grew a development team onshore (New York) and offshore (Poland and India)
- Conducted all on-boarding and coaching of new IT staff and developers
- Supported and helped developers come up with the best technical solutions to follow architecture roadmaps

HSBC Commercial Banking Group, London, Hong Kong, Pune

### Head of DevOps Transformation - Commercial Banking

Aug 2016 - Jun 2017

With proven experience as a chief architect / deputy CTO and a knowledge of technological trends to build strategy, this role required an understanding of budgets and business-planning as well as the ability to conduct technological analyses and research. To succeed it required excellent communication skills alongside leadership and organizational abilities with strategic thinking to solve enterprise sized problems.

“Dev” being Agile Development along with Continuous Integration and Testing and “Ops” being Deployment Automation and On-demand Environment Provisioning, DevOps together yields faster software delivery, reduced defects and increased business alignment. The two-year CTA programme to bring this about, included driving the following:

#### Architecture & Strategy

- Understanding where Architecture fits into the DevOps / Agile release cycle
- Defining, communicating, implementing and guiding strategic thinking, roadmapping, governance, evolving teams into thinking self-sufficiently about enterprise architecture
- Moving from building monolithic applications to applications driven by Microservices

#### Culture & Behaviour

- Driving change in culture and behavior from teams reliant and dependent to self sufficient and using their own initiative
- Chairing a team of DevOps champions and train the trainers to help with messaging, support and local drive
- Presenting regular global townhalls and roadshows in UK, Poland, India, Hong Kong and China communicating strategy and transformation programme progress.

#### Methods & Processes

- Understanding of agile methods of software delivery and the principles and practices of Scrum, Kanban, Lean UX, XP

#### Organisational Design

- Part of small consultative team to define principles of OD, as well as structures, job definitions and support teams
- Rewiring of resources and working representing Commercial Banking (2,300) people who were being rewired into new roles, job families and Pod structures.

#### People Agenda

- As head of people committee for Commercial banking globally, driving five initiatives around mentoring, talent management, diversity, rewards and recognition and job mobility.
- Chairing and organising internally attended information sessions weekly at lunchtimes for people to log into from anywhere in the world and learn something new, see a demo, get a business presentation or a technical Q & A forum

#### Risk & Controls

- Defining how the new DevOps TOM ensures that operational risks are managed in accordance to the Group Standards Manual, Risk Functional Instructions Manual (FIM) and that these risks are continuously reassessed against changing economic and market conditions, legal and regulatory requirements, operating procedures and practices, management restructuring and the impact of new technology

#### Target Operating Model

- Representing Architecture in the TOM definition team working from the outset with engineering, operations & support
- Helping define success metrics and KPIs used to measure the success of the programme

#### Tooling

- Continuous Integration / Continuous Development - tools such as Jenkins, Git, GitHub, SonarQube, Nexus
- Agile Tooling for user stories/journeys and communications - Jira, Confluence, Slack
- Application Monitoring stack - Splunk, AppDynamics
- Development and deployment build tools such as Spring Boot, Maven and Tomcat
- Cloud & Microservices support platforms such as PaaS/IaaS - Pivotal Cloud Foundry, Docker, AWS, Mule API gateway
- Automation Tools tools/platforms like Ansible, Puppet
- Monitoring tools such as DataDog, AppDynamics and New Relic

#### Training, Learning Academy and Knowledge Management

- Helped compile training materials, presentations and games for Agile, DevOps and Scrum Master training
- Supported central team to give Product Owner training (one-day) to the business when trainers were in short supply

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HSBC Commercial Banking Group, London, Hong Kong, Pune

## **Head of Business Management & Architecture Governance**

Feb 2015 - Oct 2016

### *Strategic Planning*

- Commercial Banking IT strategic planning establishing a repeatable IT strategic planning processes, and linking it to both the company's business strategy and enterprise architecture.
- Realigning the Enterprise Architecture function including the internal target operating model to more of a TOGAF framework-based model

### *People Management*

- Working with HR establishing workforce planning for the IT function or organisational development and adoption of processes and frameworks in architecture.
- Provide staff leadership to assigned area of responsibility ensures the employment of qualified staff, establishing clear performance objectives and regularly monitoring results to expectations.
- Mentoring and coaching Chief Architects & lead architects driving towards a highly effective organization.

### *Stakeholder Management / Communications*

- Influence key stakeholders / operational owners through well-articulated strategies backed up with metric driven value statements
- Responsible for presenting information to senior management, external organisation, and internal roadshows within regions with corporate updates

### *Budgeting*

- Responsible for preparation & monitoring of budgets in accordance with policies and principles of sound fiscal management. Coordinating activities supporting an annual budget and submitting the final architecture department budget (\$13m).
- Developing and maintaining analytical tools for audit and control of programs.
- Ensuring financial administration and control duties for the entire IT Department are being followed and proper Clarity codes are being utilised for all projects by whole global team (65 full timers, contractors and consultants).

### *Architecture Governance*

- Responsible for standardising governance for architectural significant projects, change and technical delivery
- Defined and implemented a quality governance framework, and project delivery methods, tools and processes deployed within the IS Operating Model, ensuring they are fit for purpose and deliver architecture to agreed standards.
- Define and implement governance controls/meetings and ensure they are fit for purpose in order to manage risk to an acceptable level.
- Oversee a small offshore PMO group ensuring that both the teams "build things right" but also "build the right things."

### *Sourcing*

- Involved in sourcing and vendor management to drive efficiencies, but also to use sourcing more strategically to augment the internal capabilities of the IT department, increase flexibility, and access new skills.

### *Risk management*

- Develops and maintains policies, standards, processes, systems and measurements that enable the organisation to manage risk within the IT portfolio.

HSBC Commercial Banking Group, London

## **Chief Architect - Customer Servicing and Customer Value Management**

June 2014 - June 2015

- Leadership role in Software Delivery (SwD) for Commercial Banking (CMB) Client Servicing & Customer Value Management supporting business systems and technology initiatives focusing on Customer Value Management and Customer Sales/Service Management.
- This area includes Customer On boarding, Client Management, Customer Relationship Management (CRM) and Regulatory (excluding Global Standards) Programmes.
- A business-facing architecture advisory, thought leadership and delivery leadership role with an advisory capacity involving working with IT, Change Delivery and Business leaders to develop technology architecture strategies; communicate complex technology situations and their solutions and assess challenging technology problems providing advice and direction to resolve the issues.
- In terms of thought leadership to provide a point of view on new technologies and how they may be applied in pragmatic ways to deliver commercially sound and innovative ways of addressing new and existing business challenges. Responsible for owning/driving the architecture roadmap for three functional areas (i.e. Customer Relationship Management, Onboarding and Regulatory (excluding Global Standards)) products.
- Managing and working with a 15-man team of enterprise architects, lead solution architects and solution architects and system subject matter experts engaged in each workstreams of the Client Servicing & Customer Value Management area.
- Also, to demonstrate a forward-looking view (strategic and future proof), and have an external looking view (being aware of the trends of use of technology in our industry).

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HSBC Commercial Banking Group, London

## **Lead Solutions Architect - CRM**

Mar 2014 – June 2014

- Drove and fully supported delivery capacity to architect, design and estimate complex Commercial Banking solutions particularly understanding the End to End Solutions and patterns in detail, an understanding of governance, system integration required, and framing and delivering a compelling argument.
- Defined architecture for CRM solutions in accordance to design authority governance.
- Championed architecture method and practice including solution components and interfaces definition techniques sufficient for engineering team to prepare technical specifications
- Ensured that architecture deliverables are compliant with the stated requirements, approved technologies, best practices and group strategies.
- Ensures that designs are technically coherent and future proofed as well as compliant with internal and external technology standards and regulatory obligations.
- Fully aware of operational risk including its identification, assessment, mitigation and control, loss identification and reporting in accordance with section B.1.2 of the Group Operations FIM.
- Developed an expert-level understanding of the internal CRM Group systems, tooling, development suite & strategies
- Assisted the programme teams to work breakdown for planning and provide L0 estimations for development effort
- Reviewed code and documentation to ensure solutions met the design criteria and work is of an acceptable quality
- Work with IT Operations to ensure designs conform to infrastructure technology standard & operational requirement.

LLOYDS BANKING GROUP, London

## **Senior Payments Solutions Architect (Global AML)**

Jan 2013 – Feb 2014

- Senior Payments Architect working within Payments EAD on three-year Programme GAML: Creating a best in class Global Anti Money Laundering capability
- Working as a lead architect/consultant with Architects, Business, Executives, Operations and Development teams including third party vendors (Actimize, PEGA and Fircosoft) to roadmap and provide the technical and strategic vision for Lloyds future Anti Money Laundering capability
- Programme includes supporting current operations teams and short term fixes, a 90-day plan to stabilise the current platform, increasing the scope of AML to include further automation and integration of other systems covering Swift transactions and Credit Card, Mortgages and Loans.
- Develop an end-to-end roadmap to include all facets of risk including Customer Onboarding / Trigger, KYC Assessment, Intelligence & Risk Assessment, Customer Activity & Transaction Monitoring (Sanctions, Screening and AML), SAR Reporting & CPO and Disclosure & Exit, Prevent Re-Entry. The programme is global so will cover Retail, Wealth, Commercial, Insurance and Consumer Finance.
- Provide vision to build end to end Global AML monitoring system from discrete loosely coupled flexible components that are best of breed, standard and strategic within LBG including source Data (Transactions and Customer Information), AML Transaction Monitoring & Alert Generation (Currently Actimize Monitor, Case Management system with Workflow (Lloyds standard being PEGA), Event Management & Complex Event Processing (Event Relationships), SOCA Disclosure and MI for Business Operations, Assurance, Audit and System Management (Business Objects)

LLOYDS BANKING GROUP, London

## **Senior Payments Solutions Architect (Project Verde)**

Aug 2011 – Jan 2013

- Senior Payments Architect working within Payments EAD for Project Verde: Divesture of over 600 branches, a number of brands and 10% of Lloyds portfolio to Co-operative Banking Group.
- Understanding of payments transaction life cycle: Messaging flow through capture, routing, formatting/translation, transmission and auditing for Lloyds Banking Group.
- Represent Payments workstreams: BACS, CHAPS, Faster Payments, International SEPA Payments, Anti Money Laundering (AML), Screening, Sanctions, FSCS, Clearing, Cash and Travel including understanding all E2E solutions and changes for Verde. Liaise with all Verde workstreams including Customer, Loans, Credit Cards, Distribution, Banking Operations, LP&I and GI, Intelligent Finance.
- Review and understanding of all OSD's and 75 E2E for all twelve workstreams for entire Verde programme to understand cross dependencies into and out of Payments and group programme interlocks with other major programmes within Lloyds Banking Group.
- Production of End to End FSCS design working with IT project team, ADM, Business, QA Test team and third parties: Unisys, Experian, GB Group and GH Group.
- Responsible for E2E Cash design working with IT project team, ADM, Business, QA Test team and third parties and applications: Autorek, G4S, and ICOM.
- Review and remediation of all applications in terms of their User Access security model for Verde used by operations teams supporting both Verde and Lloyds Banking Group.
- Part of limited NDAed-team to understand the roadmap for payments and the future strategy for Stream E with the Co-operative Banking Group.

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BARCLAYCARD (part of Barclays Bank PLC), Northampton

## **Portfolio Lead Solutions Architect**

Nov 2010 - Aug 2011

- Senior Architect working on delivery of all projects in the Commercial Card Portfolio for 2011.
- Role includes Planning, Resourcing, stakeholder management and team management of six architects.
- Projects in portfolio include International Expansion, Geographies and Currencies, Total Spend Management, International Lodge Tracker product, Contactless, Prepaid card, Central Travel Solutions, Self Service, US and Asia Expansion, Salesforce CRM, Single Use Accounts, Buyer Initiated Payments, Reg and Man projects, Account Boarding refresh, Automated DD, small changes, and a secret squirrel acquisition project including full migration with third party.
- Platform experience includes TSYS (TS2), VisionPLUS, CardPac, Triumph, Base24, Falcon Fraud Management System, Abinitio, SAP GL, Settlements with Visa (VROL) and MasterCard (Mastercom), Experian, UN Sanctions, Visa Intellilink, CentreSuite, Dialogue, Triad, Sentinel (SEPA DD Font End), PEGA, RSA (3dSecure), RR Donnelly Print services, Oberthur and Germalto card production.

SCOTTISH WIDOWS (part of Lloyds Bank Group), Edinburgh

## **MDM Solutions Architect**

Feb 2010 - Oct 2010

- Senior Architect working on delivery of Master Data Management (Customer Data Integration) solution for integration of platforms to consolidate cleanse and synchronise a single version of the truth (Golden Records) for master data within the Scottish Widows, Lloyds Bank, HBOS and Clerical Medical heterogeneous application landscape.
- Project involved from RFP, short-listing vendors, reference site visits and recommendation to End to End (E2E) design according to Lloyds Bank Governance standards. Comprehensive evaluation of products and solutions from IBM (MDM Server/DataStage) Oracle (UCM Solution), Siperian (Multidomain MDM Hub Solution) and SAP (NetWeaver Solution).
- Role included all facets of architecture and design within the realm of Master Data Management, the creation of architecture for build, roll out and deployment of customer master and product master hubs. Also worked closely with Data Architects, directing the design, development, review, documentation, and implementation of data models and metadata structures for enterprise-wide relational database applications. Supported team in the analysis of data assets and to research/evaluate/support the adoption of Enterprise Data Models (EDM) and best practices.
- This role was focussed on turning around a project, which was facing challenges in a complex environment. The end result was a radical change in vendor choice and architecture, a transformed End 2 End solution, which passed rigorous divisional and enterprise governance and a project successfully delivered into design and testing.

SCOTTISH WIDOWS (part of Lloyds Bank Group), Edinburgh

## **Business Transformation Solutions Architect**

Sep 2009 - Feb 2010

- Senior Architect working on delivery of a Natural Language Interactive Voice Recognition (NLIVR) system across Scottish Widows, Lloyds Bank, HBOS and Clerical Medical from RFP, short-listing vendors, reference site visits and recommendation to End-to-End (E2E) design according to Lloyds Bank Governance standards.
- Driving the Procurement process for project included working with BT, IBM, Nuance, Dimension Data, Sabio and VE Commerce. Site references included Egg Bank, Standard Life and Sky Television Contact Centres.
- Responsible for Outline Solutions Design, to Group Governance, across three divisions of Lloyds Banking Groups Life Assurance, Investments and Pensions including Scottish Widows, Clerical and Medical, and Halifax Financial Services.
- Customers for solutions included Independent Financial Advisors (IFA's), Lloyds and Halifax branches and end-users
- Other work out included feasibility assessment of Business Transformation projects including Bancassurance Extranet project, Lean Processing project, Corporate Re-Engineering, Business Re-Engineering, Ecommerce, Evaluation and feasibility of PegaSystems CRM/fraud management tool, Data Warehousing project, MI with MicroStrategy/SAS portal and other Strategic projects across lines of business
- Projects involved multiple technical environments from differing organisations with a high level of customer interaction. Architectural designs driven by requirements included high-level design, coding/programming, testing, installation, low level design documentation, maintenance and support directives.
- The production of detailed component specifications from systems architectures, taking into consideration the intended uses of the architectures as a whole within systems integration. Also responsible for the overall architecture and control of designing systems and contributing to the choice of iteration patterns of the development phases.

CAPITAL ONE , Nottingham

## **Lead Transformation Architect / IT Project Manager**

Feb 2009 - Jul 2009

- Accountable for the overall architecture, solutions design and delivery of Transformation projects, to save £16.7m from the bottom line. Other projects included disposal of Savings business, data centre reconsolidation, vendor changes, network rationalisation and integration, building moves, improved processes cross lines of business and simplification of contacting customers online.
- Main project was as Architect and IT lead performer in secret squirrel project disposing of Savings business, started in February, announced in June and delivered by July. The project was only open to a handful of Capital One employees, hence the IT project management was also managed by myself supporting the programme manager, who dealt with tri-party non IT project management.

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- Working cross party and often leading IT teams from Newcastle Building Society (Service), Skipton Building Society (Buyer) and Wipro (IT services), IBM (IT infrastructure) and AT&T (telephony services)
- Responsible for driving all IT elements during RFI, RFP, selection, contract negotiation, architecture, design, integration, migration, project management and phase one delivery.

CAPITAL ONE, Nottingham

## Senior Solutions Architect / Project Manager

Jan 2008 - Dec 2008

- Main project which lasted ten months was the outsourcing of the UK call centre, from writing RFI and RFP to creating a model to evaluate them to being the lead IT performer, IT Project Manager and lead architect, through requirements gathering, architecture, design, testing and implementation including integration and migration of current and new systems. Worked with companies in India and Philippines, who won the tender and resulted in being the outsourced call centre.
- As an architect on other projects, was responsible for developing domain and solution architectures for either a specific line of business or at an enterprise level (cross-line of business).
- Operating predominantly within the Feasibility and Definition phases of a typical SDM project lifecycle, with some involvement in the Design phase and Ideation process.
- Creation of feasible solutions assessments within the feasibility phase of projects, on behalf of the architecture sponsor (enterprise or business architect), where required.
- Creation of architecture deliverables within the Definition phase of a project on behalf of the architecture sponsor (enterprise or business architect).
- Updating the Requirements Traceability Matrix with mappings of architecture to System Requirements.
- Technical management of the transition of projects from the Definition into the Design phase
- Technical input to new 3rd party technology selections.
- Approval of project high level designs on behalf of relevant architecture sponsor.
- Approval of project technical designs on behalf of relevant architecture sponsor.
- Providing estimates for architecture effort in feasibility and definition phases.
- Ensuring that all deliverables adhere to architecture process quality requirements and TOGAF.
- Ensuring that all architecture deliverables meet stated Business and System Requirements and comply with all Enterprise Architecture Standards.
- Ensuring all architecture deliverables are reviewed and approved by the European Architecture Review Council and addressing any action points arising from the review, where appropriate.
- Collaborative working relationships with MasterCard, Visa, TSYS, Wipro, IBM, Oberthur & IQOR.
- Projects as Lead Architect include Call Centre Outsourcing Vendor Selection, Call Centre Outsourcing (Philippines), Dialler Upgrade, CRM//Fraud Tools including PEGA, Remedy and Oracle CRM, Secure Wireless Internet Guest Access, Data Centre Decommission, Building Enhancement Programme, RFID Contactless Card, Microbusiness Card.
- Technologies including Citrix, UNIX, TSYS (TS2), Data Warehousing, BI, ETL with vendor partners and MI reporting technologies, Microsoft .Net, Java with RDBMS (Oracle and Sybase), speech technology; telephony infrastructures (PSTN or VoIP); a wide variety of backend systems (e.g., CTI, Billing, and CRM systems); Java application servers (J2EE) object oriented environments, network systems, hardware and server sizing, web services technologies, e.g., SOAP, XML; and scripting languages and relational databases.

BRITISH TELECOM PROFESSIONAL SERVICES, Ipswich, Makati, Singapore, Vietnam

## Lead NGN Voice Architect - Overseas

Apr 2007 - Dec 2007

- Responsible for voice and NGN elements of all tenders, bids and professional services offered by BT to external companies.
- Lead architect and project manager responsible for a NGN migration strategy from TDM/GSM based architecture in the fixed-line and mobile telephony market to NGN including full service portfolio.
- Projects worked on include PLDT (Philippines), VietTel (Vietnam), Turk Telekom (Turkey), NTS (Indonesia), Maxis (Malaysia), STC (Saudi Arabia) and a number of UK carriers
- Validation and assessment of existing network strategy aligned with market and business strategy, with regard to NGN development and existing NGN facilities
- Design of a full NGN network with service oriented NGN target network architecture meeting demands on capacity, subscriber growth, service diversity, openness
- Design of an operational model for the All-IP infrastructure
- Design of methodology for traffic forecasting, network dimensioning and traffic engineering
- Proposal and definition of a migration strategy as well as technology and services/products roadmap that leads to the NGN target architecture.
- Validation of various migration scenarios (technically, operationally, commercially) and selection of one NGN strategy with a forward-looking NGN Business Plan
- Preparation of a comprehensive NGN Tender document to be issued to potential vendors with subsequent tender evaluation and vendor selection.

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- Support of NGN infrastructure implementation process for all network layers, especially for pilot and interoperability, network, performance & acceptance testing.
- Driving an end-to-end solutions encompassing Backhaul, access, IP and TDM transmission, switching, OSS, BSS, Plan and Build.
- Worked with mobile companies including PLDT mobile, VietTel and Turk Telekom on detailed Next Generation mobile. Telco environments including 3G & GPRS IMS (IP Multimedia Subsystem) Voice over IP Security XML, WML, and HTML
- Demonstrated the ability communicate to stakeholders abroad at all levels any design and project related information required.

BRITISH TELECOM WHOLESAL (21C), Brentwood

## **21CN Architect - Design**

Oct 2005 - Jun 2007

- Responsible for detailed design and validation of carrier scale Voice Services and Voice Components for BT's 21C Network, and supporting Voice Services on the existing PSTN
- Working within a larger design team, with multi-million pound budgets, delivering networks to BT Lines of Business and directly to external customers
- Responsible for leading significant design tasks, working with clients to define requirements, document scope, validation activities and manage teams to deliver low level designs
- Working with vendors developing design and validation of voice network components (e.g. Call Server, Routing Database, Media Servers, Media Gateways and MSAN's), including such aspects as Performance Engineering, Scalability, etc.
- Responsibility for technical leadership of team deliverables in the following areas internally to BT:
  - High Level Solutions Design for 21C NGN Interconnect trial and rollout, OSS, Process and Management Interfaces in to OSS/BSS including IP infrastructure Authorisation, Authentication & Accounting (AAA)
  - Plan and Build Low Level Design for 21C for first eight iterations
  - Vendor KPI's at box level to show contributions to delay to dial tone, post dial delay and post answer delay per component
  - Working with vendors on design and Implementation teams
  - Full design including integration and migration between OSS, process, plan and build and Operations
  - Represent Design Signalling team on bi-weekly Design Council
  - High Level Solutions Design for NGN IP Interconnect solution for 21C trial with other carriers
  - Using good practice including full understanding of TOGAF

VOIPSTERS Ltd, Leicester

## **Founder & CEO**

Oct 2004 - Jun 2017

- Responsible for advising how to bring voice and data communications together and understanding how migration to VoIP can be effectively managed, and reliability can be best ensured for any organisation. Worked in consultancy projects for enterprises, service providers and VoIP hardware companies, showing them how to get into a market via sales, marketing, and technical strategies.
- Built an end-to-end architecture including design activities for the fixed line and mobile telecoms environment including the detailed design for CPE (Access devices and IP Phones) Design and multi-layered reseller platform.

BULLDOG COMMUNICATIONS (SUBSIDIARY OF CABLE & WIRELESS), London

## **Head of VOIP Services**

Mar 2004 - Oct 2004

- Responsible for the Architecture of PSTN and VoIP network and the development and product marketing of next generation products & services on VOIP for Bulldog Communications.
- Defining architecture, evaluating products and implementing new technology into the network.
- Developing the architecture and serving as subject matter expert for VoIP technologies
- Worked with and evaluated multiple vendor CPE and network products through lab testing and initial field trials to evaluate the technology and its deployment feasibility.
- Produced detailed technical requirement specifications for CPE Production for RFI/RFOs for CPE
- Documented test plans for select vendor will be required, along with engineering specifications and guidelines for these products.
- Worked with Strategy, Finance and Business Planning to develop capital and expense budgets for VoIP, IP & Data products. Supported marketing in the enhancement of existing products and development of next generation data products and services through the product implementation process thus translating marketing requirements to technical requirements.
- Drove key technology and activity plans for national VoIP product development efforts.
- Interfaced with customer base on VoIP technology, product roadmap, product development, and market deployment plans.

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- Involved in architect level business justification, planning, designing, integrating, and deploying best-in-breed platforms and framework technologies in the following functional areas:
  - WAN technology, Quality of Service, fault resiliency, and load balancing.
  - Voice network architecture and design - performing technology and cost evaluations such as ROI and RFP.
  - Developing business and technology strategies for VoIP network.
  - Architecting, planning, designing, installation, and operating VoIP deployment.
  - Creating capacity management processes for complex service provider or enterprise networks.
  - Network routing and trunk engineering.
  - Interface into Cable & Wireless organisation.

PIPEMEDIA Ltd, Leicester

## **Head of Sales - Broadband & VOIP**

Oct 2003 - Mar 2004

- Responsible for all sales and marketing activities in DSL, WAN/LAN, VoIP & VPN with particular emphasis on converged telephony and solution based data centric product development, bundles, and tariffs.
- Qualification of prospects, moving them through a sales process, presenting and closing business.
- Establishing & maintaining relationships vertically and horizontally within prospect base as necessary to close business.
- Producing solutions-based sales successfully against aggressive quotas as well as with complex value propositions / long selling cycles. Developing strategic sales plan for major and national accounts within markets as well as value-added resellers/dealer channel. Researching new products and services, product updates and other competitive offerings via competitive reviews, sales force feedback and industry specific sources of info.

LEICESTER COLLEGE, Leicester

## **Part-time Lecturer, ICT, Computing & Telecoms**

Jan 2003 - May 2003

VODAFONE MULTIMEDIA, Newbury

## **Consultant, Strategic Marketing and Sales**

Jul 2002 - Jan 2003

- Responsible for developing multimedia data applications & services for a phase of the Vodafone LIVE service and the emerging 3G network.
- Primary responsibility included working with sales, marketing, operations, and R & D units in defining business model guidelines and strategy for services on Vodafone LIVE for different levels of services.
- Identify opportunities in the mobile market place, including key partners and interactive applications.
- Evaluate opportunities against internal criteria: business model, strategic fit, resources, timing, and marketing calendar.
- Help and support the internal teams forecast opportunities based on program components: size of audience, on-air promotion, fit with programming, and level of audience passion for participation.
- Work with media companies and agencies to create successful campaigns that include education on how to interact and appropriate levels of promotion.
- Write marketing service description for interactive components of campaigns such as: voting; polling; trivia; games; sweepstakes; and text2screen applications.

FINE POINT TECHNOLOGIES Leicester

## **MD & Vice President Sales, EMEA**

Dec 2001 - Jul 2002

- Reporting to the Board of Directors, and responsible for setting up all corporate functions, including Development, Sales, Marketing, and Finance. Responsible for the formulation and execution of major policies, programs and objectives to promote and ensure the continuing success and growth
- Full responsibility & accountability for all program areas, not otherwise administered by the Board.
- In addition to successful operational and P&L management, leading successful private financing efforts, including planning and developing significant strategic partnerships in hardware, software and SI's.
- Guiding the company's product and market strategies in the region, and articulating Fine Point's technical vision, value proposition and product plans to analysts, customers, partners, investors and employees.
- Developing and administering operating and capital budgets and implementing authorised programs.
- Providing leadership, direction and supervisory guidance to the staff, praising performance and the directing of personnel changes, additions, or other actions as may be essential to achievement of goals with a direct reporting line back to the board.

### **ACCOMPLISHMENTS:**

- Exceeded goal of setting up European Office within the year's remit and established Fine Point in Europe.
- Closed a number of major deals with several PTT's, Carriers, Wireless Broadband Providers and Internet Service Providers in and around Europe resulting in increased revenue
- Developed & built relationships to aid private financing efforts and planned major strategic partnerships.
- Developed and administered operating and capital budgets and implementing authorised programs, showing positive returns on investment and P&L within 4 months.
- Recruited and trained 4-man team to drive business in Europe.



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NORTEL NETWORKS, Maidenhead, Frankfurt, Istanbul, Ottawa, Toronto

## **Vice President, Hosted Solutions, EMEA**

Sep 2000 - Dec 2001

- Responsible for leading the establishment of strong, profitable business relationships with key, marquee customer accounts to leverage and build our brand.
- Responsible for leadership and execution for all Europe, Middle East and Africa sales from strategic planning through successful execution while also playing a key role in contributing to the strategic direction and overall growth in the wireless and wireline area of the corporation.
- Establishing and implementing strategic, corporate sales direction for the 40-man team (160-man organisation), responsible for \$250million of business from Enterprise and Service Provider customers, including British Telecom, Deutsche Telecom, France Telecom and Vodafone
- Directing the sales team in their efforts to develop customer relationships and generate profitable engagements for specific, targeted major carrier and large enterprise accounts for the corporations prioritized business solutions.
- Working closely with the solution delivery teams, including delivery management, program management and support personnel, to ensure an overall, customer-focused implementation that leverages the full potential of our company's services.
- Budgetary preparation, control and responsibility for entire line of business.
- Representing Nortel in forums, conferences, speaking events and interviews with analysts and press.

### *ACCOMPLISHMENTS:*

- Closed 2 major deals, one directly resulting in \$120m revenue over 2 years and one indirectly resulting in \$100m over 18 months.
- Responsible for several 3G infrastructure bid wins by showing aptitudes in delivering high-level services and relevant applications and middleware to enable 3G profitable for the wireless service providers.
- Closed several other deals between the \$1m and \$5 million mark with several Co-location, Data Centre, and smaller service providers including ISPs.
- Hit all our quotas quarter on quarter even with downturn in market.
- Initiated & established strategic alliances with partners including IBM, Sun, Microsoft, and EMC in EMEA.
- Grew team including dotted line reports to 160 people in UK, Germany, Spain, Italy, Nordics and Turkey.

FIRSTMARK COMMUNICATIONS, London

## **Director of Strategic Marketing, EMEA**

May 2000 - Sep 2000

- Definition and implementation of product plans to ensure market leadership is maintained.
- Responsible for managing the product lifecycles - from product strategy and definition through delivery and launch - of xSP wholesale products.
- Manage and lead a growing team of senior product managers and project managers.

### *ACCOMPLISHMENTS:*

- Started the product lifecycles - from product strategy and definition on several xSP wholesale products and services including Storage Services (Back-up and Disaster Recovery), IP VPNs, Virtual ISP, Application Service Provision, Caching and security services.

NORTEL NETWORKS, Maidenhead

## **Senior Internet Business Solutions Manager**

Sep 1998 - May 2000

- Responsible for the creation of the EMEA team to support the Managed Application Services portfolio.
- Research, produce and implement a strategic marketing plan for the region that will achieve corporate objectives regarding revenue, profitability and market share.
- Overseeing the day-to-day marketing programs media campaigns for multiple solutions within the region.
- Develop and implement a strategic PR program that will boost positive awareness of the new organisation.
- Joint brand building with customer and channel marketing partners.
- Application areas including Unified Messaging, E-Commerce (B-to-C & B-to-B), Call Centres, CRM / ERP.

### *ACCOMPLISHMENTS:*

- Built business case for European organisation to grow annual returns of \$1bn by 2002 enabling
- Nortel Networks to enter ASP market as a solutions integrator offering an end to end hosted applications solution (with partners), which is completely pre-integrated and supported.
- Strategic partner selection and liaison with HP, Compaq, BEA Systems, Software.com, InterShop, Concur, ICL, Arthur Anderson, Deloitte Consulting, and PWC.
- Drove the first initiative in Europe from initial meetings to closing a \$100m bid for large Operator who was looking to be the biggest ASP in Europe and first to market.

NORTEL NETWORKS, Maidenhead

## **Web Technology Manager**

Oct 1997 - Sep 1998

- Consultation role as the Business Systems Manager for all Web technology in Europe.
- Internet/Intranet/Extranet branding, marketing and content provision

# KAM PATEL

- Web Solution design, implementation and support
- Responsibility for E-Business & E-Commerce Development in Europe.
- Project Office, planning & programme management office (PMO)
- Resource Management in a time and materials cost centre with I.S.
- Managing a team of 15 people and a \$2.1 million budget per annum.

## ACCOMPLISHMENTS:

- Consultancy, conceptualization, development and implementation of 75 projects in 11 months, with 22 projects in first-line support and 36 projects in 2nd and 3rd line all fully supported with internal Service Level Agreements.
- Led the Hardware and Software Engineering teams in the development of the first Java-enabled applications handset through a full development cycle including project management.

## LEICESTER MERCURY INTERNET SERVICES, Leicester

### Internet Manager

Jul 1996 – Oct 1997

- The first brief for this new position was to get the Leicester Mercury Newspaper on-line on to the Internet.
- The role developed into finding potential clients, through regular traditional advertisers, develop successful presentations, liaising with the businesses and producing an Internet solution for them.

## ACCOMPLISHMENTS:

- Newspaper was online with five main stories and five sport stories in 2 months. You could read stories from the Leicester Mercury online in Australia before you could read it in Leicester on paper.
- Developed concept in the form of Gateway To Leicestershire, which became a one-stop shop for anyone with an interest in Leicester, i.e. business, pleasure, news, sport etc. Clients were golden handcuffed to advertising deals with Internet sites as an incentive.
- Got together the 'BIG EIGHT' regional newspaper owners for the first time in history all to agree in placing its classified adverts (Cars, Houses and Jobs) in database housed at ICL. The web-front end on to the database was entitled Adhunter which went on to become the initiative to drive the fish4 websites.
- The Gateway to Leicestershire initiative went on to spawn the thisislondon.co.uk (Evening Standard), thisisgloucestershire.co.uk (Gloucestershire Echo), thisisnottingham.co.uk (Nottingham Evening Post) websites
- Manager of a team of eight, including programmers, designers, a sales team and technical support, who all worked in a dynamic environment often involved in multiple projects of varying priority concurrently.
- Gained an in-depth technical knowledge of Internet/Intranet related security issues i.e. firewalls, network security, Data Protection Act, hacker attacks, virus checkers etc.
- Sites developed, produced and marketed in this role included Leicester Mercury, Official Leicester City Football Club Web Site, Frank Innes Black Horse Agencies, Warner Bros. (Leicester), Holiday Inn (Leicester) and many more

## LEICESTER MERCURY, Leicester

### Deputy Supervisor Apple Mac Editorial

Sep 1991 – Jul 1996

- Supervisor of a seven-strong team of the Editorial Desk, who work on daily news and features pages.
- Weekly writer and designer of The Computer Zone, a computer games supplement for eight years
- Designer of various dummies and new looks for the newspaper
- Responsible for bringing the first local newspaper Fantasy Football to the masses with 8,000 players playing Star Soccer which ran in the Sporting Green then the Sporting Blue.

## CAD USER MAGAZINE, Beckenham

### Sub-Editor & Layout Artist

Feb 1991 – Apr 1991

- Layout and subbing of features for monthly magazine for computer enthusiast. Sizing and scaling of pictures for reprographic department to produce. Full production responsibilities for the CAD User show pull-out guide including liaising with all exhibitors for product information and design and layout of 72-page insert.
- Fully conversant with Ventura Gold DTP package, Microsoft Excel, Lotus 1-2-3, WordPerfect 5.1 for PC

## BANCA DI ROMA, London

### Junior Foreign Exchange Dealer

Apr 1990 – Feb 1991

## TIME OUT PUBLICATIONS, London

### Freelance Journalist & Layout Artist

Mar 1989 – Oct 1989

Other experience and part-time jobs includes camp counsellor, freelance programmer, tutor, playscheme leader, good receiver, frozen food packer, library assistant, potato peeler and cocktail barman

# KAM PATEL

## EDUCATION

De Montfort University, Leicester Exec Masters in Business Administration (MBA2)	2002 - 2003
Nottingham Business School, Nottingham Exec Masters in Business Administration (MBA1)	2001 - 2002
City University, London B.Sc. in Computer Science (Incomplete)	1987 - 1989
QE I Sixth Form College, Leicester A-Levels in Pure Mathematics & Statistics, Economics and Computer Science	1985 - 1987
Rushey Mead Secondary, Leicester O-Levels in English Language, English Literature, Mathematics, Computer Science, Economics	1980 - 1985

## HARD SKILLS

### Professional experience

Applications	●●●●●
Architecture	●●●●●
Big Data	●●●●●
Consultancy	●●●●●
Design	●●●●●
Development	●●●●●
DevOps	●●●●●
Engineering	●●●●●
Entrepreneurial	●●●●●
Exec Management	●●●●●
FinTech	●●●●●
HR Solutions	●●●●●
Integration	●●●●●
Internet	●●●●●
Journalism	●●●●●
Management	●●●●●
Marketing	●●●●●
Operations	●●●●●
Regulatory	●●●●●
Sales	●●●●●
Security	●●●●●
Transformation	●●●●●

## SOFT SKILLS

### Professional attributes

Adaptability	●●●●●
Analysis & Problem-Solving	●●●●●
Applied Creativity	●●●●●
Building Trust	●●●●●
Business Acumen	●●●●●
Change Management	●●●●●
Customer Orientation	●●●●●
Decisiveness	●●●●●
Developing others	●●●●●
Influence	●●●●●
Judgment	●●●●●
Leadership	●●●●●
Listening & Responding	●●●●●
Motivation	●●●●●
Organisational Awareness	●●●●●
Personal Drive	●●●●●
Relationship Building	●●●●●
Strategic thinking	●●●●●
Team Building	●●●●●
Technological Awareness	●●●●●
Visioning	●●●●●
Working with Others	●●●●●

## SPEAKING EVENTS

17 - 18 Oct 2006	IP 06 (London)	Building Your Own Brand of VoIP
13 - 16 Jan 2003	BICSI Winter Conference (Florida)	Fibre Optic Trends in the Local Area Network
1 - 4 Jul 2002	xDSL Summit (Nice)	Reducing The Costs Of Deployment For xDSL
1 - 4 Jul 2002	xDSL Summit (Nice)	Chairman: Video Over DSL
1 - 4 Jul 2002	xDSL Summit (Nice)	Making Money From Video Over DSL Services
22 - 23 Nov 2001	MforMobile 2001 (Stockholm)	Roaming & VPNs - ensuring services are available globally
7 Jun 2001	Managed Solutions (London)	Utilising Partnerships to generate revenue from CDN's

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6 - 8 Mar 2001	ASP Summit 2001 (Rome)	Panel Session: ASP Service Integration
6 - 8 Mar 2001	ASP Summit 2001 (Rome)	Chairman for morning session (7th March)
5 Mar 2001	Colo & Hosting Summit (Rome)	Utilising Storage Area Networks
26 - 28 Feb 2001	IP Global Summit 2001 (London)	NextGen architecture: Delivering tomorrow's IP services
20 - 23 Feb 2001	GSM Congress (Cannes)	Stream: Content: ASP in a Wireless World
25 - 26 Jan 2001	Swedish ASP Summit (Stockholm)	What is the future ASP business model?
6 - 10 Nov 2000	Systems 2000 (Munich)	Web Design and Hosting in Telecoms
22 - 23 May 2000	IP Global Summit 2000 (Rome)	A tariffing strategy that is in line with the ASP value chain
10 - 13 Apr 2000	Tel eCommerce 2000 (Geneva)	How Telco's and ISP's take get full potential Of eBusiness
3-7 Apr 2000	Inform 2000 (Las Vegas)	Workshop: E-Business Applications for the ASP of Future
14-16 Mar 2000	ISP 2000 (Amsterdam)	Simple hosting to full application enabled services
24 Feb 2000	CeBit 2000 (Hanover)	grASPing the ASP market
15 - 17 Feb 2000	ISPCON 2000 (London)	Workshop: Opportunities in Application Services
22 - 23 Nov 1999	ASP @ The Net (London)	ASP 'Food Chain' and Application Hosting Environments
30 Sept 1999	ASP 99 (London)	Understanding Network enablers and implications of ASP
27 - 31 Mar 1999	ASP Summit 2000 (London)	Workshop: 'Hosting End-to End Integrated Solutions'

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## REFEREES

### **PIERRE F. SUHRCKE**

COGNI - Chairman and  
Lead Advisor

### **ROY RICHARDSON**

HSBC - Global Head of  
Architecture

### **SANDRA CACKETT**

Lloyds Banking Group  
Lead Solutions Architect

### **ROBERT STEEL**

Barclaycard  
Lead Technology Partner

### **RAJ MODHA**

Barclays Group - Former  
Agile Programme Mgr.

### **STEPHEN NEWBERRY**

Scottish Widows - Senior  
Programme Manager

### **JONATHAN SILVESTER**

Capital One - Head of  
Architecture, EMEA

### **PASQUALE GENCO**

British Telecom  
Senior IT Manager

### **LARRY POSNER**

Fine Point Technologies  
Former SVP Global Sales

### **CHRIS TOLMIE**

Nortel Networks - Director  
of Marketing, EMEA

### **TONY SCOTT**

Nortel Networks  
Director of IT

### **MARK CLAYTON**

Leicester Mercury  
Chief Features Editor