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Professional profile

- **Highly capable and versatile Operations Manager**, delivering expected business outcome via transformational change for global blue-chip companies for more than 11 years
- Strategic operational leader with strong background improving performance, productivity, efficiency, and profitability in operations.
- Driving complex technology, processes and people change: identifying critical business requirements, and builds relationships at all levels to create and deliver clear plans with expected outcomes.
- **Accomplished Solution Implementation Manager**, with a diverse and successful background in ICT, transformation, telecommunications and consultancy for global blue-chip companies for more than 15 years.
- Strong requirements gathering, scope development and inventory coordination abilities. Skilled at overseeing complex, high-value technical projects, translating technical requirements to business solutions
- Successful record of building positive relationships with internal and external stakeholders
- Experience in driving change management, risk, service transition, complex programme delivery, PMO, client engagement, sub-contract engagement, programme recovery & benefit realisation.
- Creating work cultures that are proactive, results oriented, empowering, supportive and build trust enabling high-performance teams that exceed targets.

Key skills & business capabilities

Operation Management

- Strategy Planning & execution
- Business benefit realization
- Business Process optimization / automation
- Organizational / Competence transformation
- Offshoring / Nearshoring
- Profit Improvement Planning
- Leading Change
- Big Data Analytics

Solution Delivery Management

- Business Development and Bid Management
- Strategic Planning & execution
- Project / Programme Governance, Controls & Reporting
- Financial Management & Control (Opex & Revenue)
- Change and Risk Management
- Stakeholder Management and Engagement
- Vendor & Supplier Management; On & Off Shoring
- Contract Changes and Driving Add-On Sales

System Experience

- **Telecommunication & Management Systems**
- MSC/HLR/MGW, OSS-RC, SMS-C, EIR, BGW(EMM), SOG(EMA), MOIP, IN - Ericsson Legacy
- IMS, Packet Core, UDC/CUDB, VOIP - Ericsson IP&Core
- OSS Network Manager, BSS Revenue Manager (Charging) and Mediation - Ericsson OSS/BSS

- RAN Host and CNGW – Thrane & Thrane
- Billing Mediation and Provisioning System – Danet/Tertio
- MoM (Network Management System) – TTI
- Micro / Containerised MSC/HLR/BSC/IN – InterWAVE

Career Summary

Jan 2019– Present**Service Delivery Manager / Director - (Io (ICT) Consultancy)**

Programme & Portfolio Management services:

- Service Delivery Management Consultancy & Operational Manager for Io (ICT)
- Mar-2019 – Nov 2019 – (Consultant – NDA) 5G RFP Service Delivery Proposal management

Jan 2017 – Dec 2018 IT Transformation Manager – MELA (Ericsson Ltd)

In accordance with the revised Ericsson's business strategy, the existing geographical organization with ten Global Regions was transformed into five Market Areas.

Market Area Europe & Latin America (MELA) consisted of 19K+ employees across 114 countries and 800+ customers.

- Reporting to MELA Head of Transformation, remit was to review the existing program portfolios and develop Profit Improvement Plans demonstrating significant profit improvements within 2018.
- Responsible & accountable for the implementation and delivery of the Profit Improvement Plans (PIP) across 11 Customer Units PMO's
- Detailed review of the Market Area's Top 25 Critical programs, working closely with the program teams on specific PIP needed to either recover or protect the Margin EAC. This also included commitment from the MELA LT to secure the needed support to the Programs in areas under Solutioning, Product and Delivery.

Aug 2012 – Dec 2016 Head of Operation, Business Line CSI - RWCE – (Ericsson Ltd)

key member of the new leadership team charged with an organizational transformation of 1000+ Consulting & Systems Integration professional services employees into one organization with multisite operational leadership across 16 countries to industrialize CSI services portfolio sales and delivery to 88 customers.

- Achieved 60%+ business growth in 2015 whilst maintaining 22% unadjusted margin across all segments.
- Developed and rolled out standardized approach to provide pre-sales services estimates for RFQ, RFP and consultancy services, increasing unadjusted margin by 6% in first year (2013).

In addition, responsible for:

- Primary interface for PMO & Customer Units Operations on critical incidents impacting financial performance
- Add on Sales program, generated 20% of our business growth
- Cost Of Poor-Quality program, identifying improvements to optimize margin recovery.
- Unit organizational management / Operational Model Planning
- Recruitment and integration of Program Directors across the organization
- C-Level reporting on forecasts, actuals, trend analysis and corrective response to maintain margin

Oct 2010 – Oct 2012 Operations Manager - Competence Domain OSS - RWCE (Ericsson Ltd)

In 2010 Operators were focused on network quality and efficiency with modernization of networks and business support systems.

Operations and Competence Center - OSS was established to provide the needed competence both in the solutioning and delivery of the OSS portfolio (Network management, OSS Transformation, Assurance, Fulfillment and Plan, Build & Optimize)

Responsible for:

- Resource forecast and Tactical Planning
- Organizational Management, Actual - Wanted Pyramids
- New Product Introduction Process
- Partner & Vendor Governance in conjunction with Engagement Practices.
- Resource Escalation Management for OSS Projects across the Region
- Driver of various Improvement programs mainly around Strategic Competence shift and Margin Improvement initiatives.

Apr 2007 – Sep 2009 Solution Implementation Manager – UK & Ireland (Ericsson Ltd)

Solution Implementation Manager (SIM), a technical implementation role that follows the solution implementation throughout the project lifecycle from presales activities to customer handover.

- Responsible for defining delivery strategy & scope and drive technical issues within the project in accordance with defined requirements and technical strategies
- Accountable for technical decisions, clarifications and co-ordination of technical activities and issues within the project delivery
- 5+ contracts delivered across various domains (Voice & Packet Core, SMS-C, IN, OSS, Provisioning and billing).

Jan 2002 – Mar 2007 Systems Consultant (e2E Services Ltd)

Specific assignments have included:

- **System Consultant, BGAN – Inmarsat PLC.** Developed and managed the delivery of the RAN Operational Acceptance requirements for BGAN. Developed and implemented configuration management procedures and processes for the BGAN Core Network. Managed the requirements of the initial phase delivery of the Inmarsat BGAN provision and billing systems.
- **Test Manager, Hutchinson 3G (Three).** Overall management of the entire acceptance and integration test campaign of their Manager of Managers (MoM) – an integrated Network and Service Management System to support 'Three' Operations outsourced to a single OSS vendor/system integrator (TTI Telecom)
- **Test Manager/Product Development – (InterWAVE Communication Inc),** Managed the development, integration and implementation of new functions such as MAP version 2, ISUP and IN (SSF/SRF).
- **Test / Delivery Management, Ericsson Ltd,** Management of the Design, Integration and Test activities of various SI projects including BT21C TSS 4.1, Vodafone MobileTV and BT Presence. I also introduced and supported projects with various SI tools and methodologies in order to ensure best practice was introduced at an early stage.

Jul 2000 – Dec 2001 Service Director EMEA (Microcellular Systems / InterWAVE Ltd)

- Established a service organization that could cater for operation, maintenance and optimization of innovative GSM products and networks, including consultancy services to the operators in order to quickly and cost efficiently meet their end-users needs.

Apr 1998 – Jul 2000 Verification Manager – E/// Satellite Organization (Ericsson Ltd)

- Verification Manager for the Thuraya GSM and gateway infrastructure solution, responsible for the 1st phase of the planning, installation, verification and integration towards Hughes Network Systems and demonstration and acceptance to end customer Thuraya including the execution of Factory Acceptance test of Ericsson MSC/HLR/CN-OSS

Early career details include

Nov 1994 – Apr 1998	GSM & MTACS Technical Manager	Ericsson Ltd
Jan 1992 – Nov 1994	Operations Manager	TeleDanmark Mobile DK

Education & qualifications

Danish PTT School of Engineering	BSc (Hons) in Telecommunications Engineering
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Personal details

DK Citizen with full UK settled status.	Excellent references available upon request
Languages: English & Danish (Native & Bilingual)	