

## RESUME – Howard Williams

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An experienced Bid and Programme Director / Manager who is PRINCE 2 qualified with the depth and breadth of experience from over 20 years of "Real World" delivery. He combines strong programme, bid and transition skills, good commercial acumen and knowledge of technology. With the ability to see the "big picture", whilst working closely with senior executives to develop strategy, creating efficient and effective plans, then seeing them through to completion. Possessing considerable drive and energy, leading both teams and individuals with a focus on getting things done.

Enjoys overcoming challenges, providing strong direction and is naturally enthusiastic. Has the gravitas and pragmatism required to manage sensitive programmes with multiple stakeholders. An enviable track record of consistently winning bids and delivering successful programmes to a wide variety of companies; including Blue Chip outsourcers, FTSE 100, off shoring and internet start-ups. Sectors include; Financial Services (Retail, Wealth, IB & Insurance), Public Sector, Telecoms & Media, NHS and Transport Logistics.

Well suited to major transformations, programmes or projects involving people, process and technology. With an in depth knowledge of using onshore/offshore delivery models, having worked for the leading Indian IT companies to deliver successful programmes with the likes of TCS, HCL and Wipro. Experienced in setting up bid teams, commercials, programmes and delivery frameworks; PMO office, governance, communications, reporting, risk & issue registers, managing change and financial controls. With experience across all the technology "towers" including Infrastructure, Applications, Back & Front Office, Databases, CRM, mobile web/cloud apps, system integration, products and billing systems.

- Strategic Planning & Implementation
- Bid & Programme Consulting
- Portfolio Project Management
- Contract & Legal Management
- Programme Recovery & Start-up
- KPI & Metrics Based Reporting
- Financial Performance Management
- Stakeholder / Supplier Liaison
- Digital Services Delivery
- System Integration and Migration
- Experienced in Offshore deliveries
- Commercial deal structuring
- Multi-vendor legal & contracts
- Procurement and Bid Management
- PMO setup and control frameworks
- Change & Risk management
- Global Sourcing / Outsourcing & BPO
- Agile delivery methods & techniques
- Aligned service delivery (SaaS, PaaS)
- IT / Mobile / Apps / Cloud / UX / Databases

### **HCL Technologies (Financial Services) - Bid Programme Director (2013 - present)**

I was bought in to help win strategic deals within our Global Financial Services "vertical" and have helped to secure new business of more than £60 million. This includes the largest new core banking deal in Europe as well as a strategic transformation programme for a large UK bank working across domains including Retail Banking, IB, Wealth, Cards and Mortgages. My portfolio of clients is large and includes Barclays, Barclaycard, Allianz, Allied Irish Bank, Ernst & Young, Student Loans Company and LBG.

My remit within the dedicated ORC team is to bridge the gap between sales and delivery and thus help HCL to secure large Financial Services deals. From the start of an opportunity, I work at senior levels to manage the solution and bid, shape the solution and structure commercials into winning propositions. With extensive experience of using onshore/offshore delivery models, and the suite of skills required to work with the large global Indian IT vendors. I also bring a wide experience and expertise from across major domains, industries and technologies; with the ability to "deep dive" into technical details whilst keeping focus on the key success factors.



As the bid process moves forwards and the opportunity solidifies into a programme, I am able to leverage my delivery skills to reliably steer the programme through due diligence, mobilisation, planning, transition and onwards. This rare combination of expertise allows me to structure onshore/offshore programmes, which can successfully deliver to multi-national clients.

I am used to managing local and offshore teams, consultants, SME's, 3rd party vendors, partners and stakeholders from across a "highly federated" client business. I have worked within in all the main domains and technologies; front and back office, products and bespoke, RTB & CTB, Cards, Retail, Wealth, Investments, Insurance, Life & Pensions and Mortgages.

### **Landis Media - Consultant / Programme Manager (2007 – 2013)**

This is a consultancy led business, which provides interim support, feasibility, business case, and programme services to a wide client base including Media, Telecoms, Financial Services and Transport. My clients have included; Transport for London, Railtrack, Metropolitan Police, London Olympics and NatWest. Some highlights include;

- Programme Director of the MOPS platform for live customer services & billing
- Programme Manager for the Freight Gateway rollout pilot and Live for 2012
- Providing Programme Turn-around on a mobile services digitisation platform
- Creating a structured PMO office, with all KPI, metrics and reporting
- Managing a cross functional, business wide apps/infra based transformation
- Oversight of development, rollout and operations on the TfL Fleet Gateway

The engagements typically started as pre-tender consulting work, the commercial structuring of delivery (in complex multi-vendor situations) and then I moved to head up delivery as Programme Manager. Particularly challenging was the "go live" of Freight Gateway required for the London Olympics.

With numerous suppliers, third parties, wide geographical spread and a fixed timeframe for its completion. We used a full agile approach with scrum teams and regular "sprints" to deliver rapid iterative functionality. This allowed us to accelerate delivery and benefits, meet the timeframe and quickly refine the "technology wrapper".

### **Capita Group – Bid / Programme Manager (2006 – 2007)**

Capita is a blue chip FTSE 100 UK BPO outsourcing company, with over £2 billion turnover. I worked in Group Sales on the large "big ticket" bids that involved complex transitions. A senior Capita Director hired me after seeing the way I had "turned around" a failing programme at TCS. My role was to ensure continuity, provide expertise and manage transition from the bid phase through to the programme.

- Main work was across Retail Financial Services, Mortgages and Insurance areas
- TUPE and multiple sites (offshore, process and IT infrastructure)
- Managed all financials – resources, costs, submission and delivery management
- Bid budget was £12 million and final programme deal £500 million
- Due diligence and Legal and Negotiation meetings, Assurance and Governance
- Co-ordinating a team of over 60 (from various business units) working with staff at all levels
- Full sales cycle, from tender & RFP, preferred supplier, contract negotiations, schedule drafting
- Developed all Programme Plans, sub-projects and Portfolio planning

Maintaining my strong programme direction skills, I supplemented these with valuable procurement and pre-sales business experience within the market leading outsourcer.

### **Tata Consulting Services (2004 – 2006)**

TCS is the largest Indian outsourcing, consulting and technology company and is a part of the massive £multibillion TATA group. TCS has more than 30 delivery centres around the globe and deals with all major industries. Over 10,000 UK staff and more than 45,000 staff worldwide, it's the largest BPO with global reach.



I was a Senior Consultant within TCS, tasked with developing TCS programme services alongside actual "hands on" programme delivery work. As well as my delivery work, I also held seminars, study days and workshops to help broaden staff skills around project delivery techniques. In recognition of this work I became the first UK employee to win the highly coveted TCS Achievement Award.

### **HMCE & CAPITA - Programme Director**

My task was to recover a large but failing Road User Charging programme - which was a joint venture between Capita and TCS. The first phase had a £10 million budget within an overall £100 million transformation. TCS were the system integrator and key technology supplier, having already delivered working prototypes. Unfortunately, onshore/offshore communications were failing, the development team morale was low, targets missed and infighting amongst the suppliers was rife.

I quickly turned the programme around, negotiating clear boundaries and restructured the delivery teams (to avoid the "us and them" culture between nearshore/onshore/offshore teams). I also bought in key senior staff to provide the right level of technical and programme direction. These actions re-assured strategic partners, re-energised the TCS Coventry team and placed TCS at the heart of the programme protecting their interests.

- I recovered a failing programme with a "hostile" joint venture partner
- Led the 80 person team in 4 locations (including Coventry, London, Mumbai and Chennai)
- Undertook all the remedial actions necessary to re-assure the client and strategic partners
- Re-structured sub-projects to reduce risks and created a common Communications Strategy
- Negotiated proper work boundaries to stop "poaching" and avoid factional in-fighting
- Negotiated a re-structured deal and removed the failing 3rd party suppliers
- Overhauled and simplified the governance structure to make it effective
- Raised TCS group morale and ensured delivery targets met

### **National NHS NPfIT Programme - Programme Manager (BT & Fujitsu)**

This high profile, massive £billion programme was very controversial from the start. I actively targeted "early adopters" (pathfinder" NHS Trusts) with whom we developed an accelerated delivery programme. This deliberately focused on a benefits driven approach within an uncertain and politicised environment. This helped to build this TCS account to over £22million (pa) even though during this troubled period for the larger NPfIT programme.

- Led a 60 people team within BT & the Southern Clusters
- Worked extensively with key account stakeholders Fujitsu and BT
- Setup "Pathfinder" Trusts Steering Group to assist with Strategic Governance
- Setup and operate the PMO office – to support Programme (Reporting, Compliance, Risks & Issues)
- Ensured consistent and effective measures between Onshore, Near Shore and Offshore teams

I setup a formal governance structure to engage with these Trust Steering Groups and increase stakeholder "buy in" to projects. This led to creating business cases, programmes and a 2 year delivery solution around data quality, cleaning and migration.

### **NTL / Colt - Programme Manager / Bid Manager (2003 - 2004)**

I worked across pre-sales, bids and Programme delivery with P&L responsibility looking after contracts, negotiations and the Programme Board and Steering Groups. Working closely with NTL Senior Executives managing the cashflow, resources and timescales within large Programmes initiatives.

- Reporting directly to the Director of Sales & Marketing providing regular status report & sales funnel
- Managed large 30 to 50 person teams of technical, commercial and support staff
- Managing cash-flow, resource utilisation, burn rate and ensuring payment milestones reached
- Supported business in submitting additional tenders and bids, RFQ & RFP's
- Assist in building marketing collateral ,white papers, financial analysis and reporting
- Full structured Programme Risk, Quality, Finance & Reporting structures setup and then operated

### **“3” – Mobile Operator - Programme Manager / Consultant (2001 - 2003)**

A large Programme implementing a complicated suite of mobile apps on a Java platform, including mobile apps, location services, streaming media and UX (use cases, user stories and product boards). I was responsible for the end to end delivery of new mobile services; from specification, development, delivery, service rollout through to support with all the budgets and staffing.

- £12 million programme with a diverse 50 person team of Project & Product Managers, BA's, SME's, UX
- Provided regular status reports for sub-projects using "RAG" highlight, budgets and cost forecasts
- Reported to Executive Committee on entire delivery in terms of resources, timescales and quality
- Complex stakeholder situation, with varied client interests, expectations, priorities and requirements from; business development, IT, marketing and product managers

### **MCI Worldcom (Verizon) - Snr. Project Manager (1999 – 2001)**

I worked in Network Optimization and Development (NOAD) running a portfolio of projects. Areas included LCR, OSS/BSS, Mobile, COTS and SI/Rollouts of billing solutions.

- Managed a Project Portfolio across multiple continents with offshore teams (EMEA / US) – 30 people
- Full lifecycle exposure on projects using Oracle, Weblogic, J2EE (dev/test/prodn – full releases)
- Setup full maintenance and support team delivering 24x7 helpdesk coverage

### **Cable & Wireless - Project Manager (1996 – 1999)**

Delivered three major projects; global GSM network roll-out, Oracle Data Warehouse, SAP & SI work

- Multi £ million projects in multi-vendor/client environment to extremely aggressive timescales –
- Directly responsible for software delivery to meet ISO 9000:1 (BS 5469) release methods
- Developed product requirement documents, Use Cases, UML models and service definition documents

### **Cap Gemini / HBOC - Project Manager / Consultant (1992 – 1996)**

I managed the migration of a large legacy NHS Trust patient system (PAS) to a new HISS system without any disruption to crucial clinical services. Including the Data Migration (ETL) of confidential patient records.

- 3 year project with budget of £4 million, managing peak of 50+ staff
- Managed large multiple teams; data quality, health coding teams, health records and data entry

### **Education**

Certified Prince 2 practitioner, APMP, ISO9001, PMP and Member Institute Electrical Engineers (IEE)

M.Sc. Course in Computer Science – Canterbury University **(1991 – 1992)**

B.A. - Eng & American Literature (Class 2.1) – Canterbury University **(1989 – 1991)**

'A' Levels: A, A, B - Geography, English, Economics **(1986 – 1988)**

'O' Levels: 9 including Mathematics, Physics and English **(1982 – 1986)**

### **Hobbies & Interests**

I am a keen Skier, enjoy reading and am involved with local charities within Marlow & Henley area. I was one of a small group who established our annually successful "Fireworks Extravaganza" as well as a new local Music Festival.