



Profile: Lawrence Smith

Key Skills

Programme Manager

Management of ICT system supply and service contracts from £50K up to \$100m in value both This included Programme managing multiple project teams, with direct and sole interface with various major global customers as well as key suppliers. I have ensured that projects met cost, quality and timescale specifications. Tasks have included managing bid, contract negotiation and project delivery teams in both a managed service SLA and system delivery projects. Formulated PIDS (Project Initiation Documents), Microsoft Project plans, risk & issue registers, in accordance with PRINCE II principles. Attended project boards and chaired supplier contract coordination meetings. Integrated new services into operational environments, familiar with the ITIL service and change management principles. Produced department and project budgets, compiled management profit/loss accounts, asset registers and also created budgets and plans for development and engineering tasks for key projects.

Project Commercial Manager

Supporting strategic sales and business development teams in creating a viable project based bidding and implementation strategy for the supply of key Telecoms and ICT network systems. Selling these systems to customers and ensuring that there is a smooth transition between 'sales' and implementation. This has included developing internal Project Business Plans and Project Initiation Documents (PIDS) to justify the project internally and presenting these plans to main board directors through Project Review Board process, as well as supporting financial institutions and finally key international customers.

Project Contract Manager

Written and led negotiations of major contracts with customers for the development, supply, installation and support of ICT networks, including developing Service Level Agreements (SLA'S) and Key Performance Indicators (KPI's). This has included contracts for the supply of fully managed services including & maintenance and operations. Managed multi national teams/partners to negotiated consortium bids, agreements and tenders for large-scale projects and negotiated hardware and software sales contracts, SLA'S, maintenance and operational support agreements. Many of these used various 'distribution channels' and 'local' partners.

Project Procurement Manager

Led negotiations for the procurement of major systems and ICT infrastructure up to \$100m in value.

These have included Local Government procurement using OGC (Office Government Commerce) GCat, CATaList, GTM, GTC framework agreements, tendering and procurement methods for central and local government including OJEU procedures. Familiar with CBC (Central Buying Consortium) Local Government Contracts and Council's Contract Standing order principals.

Led commercial negotiations with customers and key sub-system subcontractors for the supply of key hardware and installation services particularly where this is aimed at the launch of new projects and services.

Experience

Project Manager & Telecoms Consultant 6SConsult ICT limited

2009: **Project Manager** for major pre-sales bid for new integrated data/voice network using dark fibre based network with DWDM & MPLS Ethernet

- transmission and with wireless access connections. The network roll out is currently under discussion with the local authority client and the Statement of Requirements is being developed.
- 09/01 – Present** **Senior Project Manager MLL Telecom (Contract)**
- 10/06 – 07/08** Project Manager negotiating, setting-up and managing various converged Fixed Wireless Access (FWA), and Fixed Line network projects. MLL is a Venture Capital backed network operator providing Microwave, Fixed Wireless Access (FWA) and full network solutions to Carriers, Local Government, NHS and Emergency Services. Key Projects Included;
- East Sussex County Council (ESCC) Schools Network part of the NGN programme: A £4M, 5 year project to provide for the first time in East Sussex an integrated network of 5.8Ghz FWA (Motorola and Alvarion) and BT fibre links to connect all the 200 schools and 120 remote council buildings together to provide data, internet, integrated management and IP Telephony, across the County Council's high speed BT fibre based data network. The role is an extension of the previous role at ESCC and I have been working with the same project team to deliver the FWA part of the project. The role has involved negotiating both with ESCC and their communications provider BT Global Solutions to achieve a robust contract as well as ensuring the project is totally viable and subject to monitoring and control based on PRINCE II principles.
 - The key achievement was to increase the FWA connectivity from 50% of schools to 85%, increasing the revenue to MLL by £1m+ and reducing the cost to ESCC by over 30%.
 - In addition it has involved liaising with Head Teachers, School Staff, Governors and Parents, the Council's 'LEA', Health & Safety, Property, Estates, Planning, ICT and Finance staff, and a number of 3rd party 'Partners'.
 - The Project is now into the implementation and roll out phase, with over 50% of sites connected and the remainder, are subject to either Town & Country Planning or commercial partnership agreement.
 - Oldham Primary Care Trust (PCT): An integrated network of Fixed Wireless Access Point to Point and Point to Multipoint FWA and BT Openreach fibre links to connect various Health Centres and GP Surgeries to the PCT main servers and onward to NHS net (N3). The £250K project has been delivered to time and 10% below budget and has been expanded to include other links.
 - Developed standard templates, forms and procedures for the management and control of projects by MLL using PRINCE II principles.
- 03/05 – 07/06** **ICT Senior Project/Contract Manager (Procurement), East Sussex County Council ICT Services Department (Contract)**
- This was a Senior interim management role reviewing and improving the business management of ICT equipment and services' projects, especially in the areas of network technology procurement and service level agreements. My contract with East Sussex was extended 3 times and I turned down further extensions to continue to work on the NGN project.
- Next Generation Network (NGN) project's objective is to provide an integrated IP telephony and an MPLS data network to all areas of East Sussex Council offices and schools. The network is based on a Cisco platform and BT Converged solution. A key part of the project is to link all schools using a FWA radio solution. I was in charge of negotiating the supply of this key £10m+ project with BT and starting the project within Prince II principles. The requirement was to ensure the 'spend to save' project generated cost savings in excess of £400k to the Council. The contract was negotiated within EC rules and via an OGC (Office of Government Commerce) G-Cat frame work contract.
 - I negotiated a contract with DELL/EMC to refresh the Council's Storage Area Network (SAN). This doubled capacity, increased access speed and

reduced operating cost by 10%, enabling the Council to improve its in house information services and providing the advanced services required of the new NGN IP telephony system. This was one of the first ICT lease contracts signed by the council and procured under a CBC frame work contract. The project was fully implemented to time and budget. Contract value £2.5m over 5 years

- I managed the upgrade and review of all supplier contracts to the Council's in-house print facility where the key performance target was to reduce in costs of £100K per year. The major equipment was leased and the equipment was procured using a OGC CATaLlist framework lease contract. The project was fully implemented on time and to budget. Contract value £5m.
- 09/01-02/09 Various consultancy assignments associated with the insurance and related claims of various telecom projects/contracts. Key projects included;
 - **2007 Acted as a Consultant to Clyde & Co** on the failure of a submarine Power cable off the coast of Scotland that had been damaged during cable installation. Reviewed technical information and provided reports to refute the insurance claim
 - **2004 Client Polarnet:** Reviewing and recommended actions to enhance the insurance, contract and project management plan of a new telecom company called Polarnet, based in Russia and London.
 - **2004: Client Clyde & Co:** Reviewed problems with the damage by Chinese and Korean fishermen on the APCN2 submarine cable system off the coast of Korea.
 - **2003 Client: Marsh Insurance Brokers & Clyde & Co:** I carried out an evaluation of a major Submarine Power system supply project across the Bass Strait in Australia. This involved reviewing the project plan, risk register and disaster recovery operational plan, for a subsidiary of the National Grid Company.
 - **2001 – 2003 Client Jardine Lloyd Thompson & Clyde & Co (a leading law firm):** I reviewed the contracts, business plans and associated project plans, of NEC Submarine Cable Division Corporation. This included working with one of their major customers Australia Japan Submarine Cable System, to solve a major contractual default and business interruption event, where a shipment of repeated submarine cable had been damaged in transit. The claim was in the order of \$100m to NEC and \$150m to insurers covering the BI losses. In addition I advised lead underwriters and NEC on the management of NEC's ongoing telecom contractual, project and business risk.
 - **2001- 2002: Client undisclosed:** I provided due diligence and business planning services to a client making a bid to purchase an existing repeated submarine cable system between Oregon and Alaska. A bid was submitted but proved unsuccessful.

5/99-09/01

Pangea Europe Ltd Amsterdam, Netherlands**Vice President Submarine Cables, Network Construction Group (Contract and then Permanent)**

Pangea was a start up company founded in the US in 1999 to create a unique solution to exploit the exploding telecom opportunities of Northern Europe, and Scandinavia. I was the founding European employee and tasked with engineering, sub-contracting and building the Submarine Cable network, part of the 5,000Km 100+ node network.

- I Programme Managed the development, supply and SLA's with Alcatel, Nortel and Bechtel for the SDH/DWDM equipment, NMS/OSS software and construction services to implement the rollout. The technology used was state of the art and developed specifically for this project. I ensured that the \$100m+ contracts were agreed and the suppliers were being developed to plan, integrated into the overall financial and time plans, complied with local legal

requirements and were compatible with the all operational technical requirements.

- I Programme managed a multi-supplier group to ensure all software systems were integrated, compatible and met functional requirements. I worked with a multi-cultural team with local lawyers and subcontractors in Finland, Estonia, Sweden, Denmark, Norway, Germany, Netherlands, UK and France, on all the supply & customer contracts, as well as obtaining telecom licenses, rights of way, landing permissions, building and converting over 10 major telecom data centers, to construct numerous cable routes and associated network infrastructure. The company's board, our partners and competitors all commended my team for achieving a state-of-the-art network in less than a year, despite the problems associated with a start up company.
- I also led a team that produced a coherent project development plan to meet anticipated customer access and IP/Router requirements, making presentations to the board, and justifying the required levels of investment.
- I supported many of the sales bids including negotiating the sales contracts and compiling the Customer Service Level Agreement's (SLA's), subsequently managed the sales until customer handover. I worked closely with the VP of Sales to integrate the sales, engineering and operational procedures.

11/98-5/99

ICN, Siemens Ag, Munich, Germany

I joined Siemens after they sold their shares in GPT to Marconi. I re-located with my family to Munich. I initially joined the Cable Systems Division but when Siemens divested this division to Corning, I joined the Network Engineering Division.
(Senior Consultant Network Engineering Solutions (ICN NES) Division (Permanent))

My role as a Consultant was supporting various Network Bid and Project departments, tasked with assisting both internal and external customers with contractual, business and technical issues in bidding for new generation optical communication networks. I worked on projects for;
BT TAT-9 backhaul, Viatel's European network, Pangea's north European network
Senior Project & Business Manager in the Submarine Cable Networks Division (ICN NK SCS) (Permanent)

1/97-11/98

Key projects included;

- I instigated the development of a new range of SDH/DWDM optical communications equipment to enhance the Siemens submarine cable business. I made a formal presentation to the main board of Siemens to justify this development. The newly produced equipment subsequently generated over \$200m of additional sales.
- I was the bid, contract and project manager in charge of the \$25m Azores submarine network for Marconi Portugal including the supervision of the development and sub contracting of a new 400Km system. I was congratulated by the Marconi director on single handily managing the project despite huge operational problems.
- I was the bid, contract and project manager in charge of a system for the Greek national operator OTE and a variety of other submarine network projects in Greece. I worked closely with the unit director and sales & marketing managers advising customers both on the business and contractual aspects of various possible network solutions.

1987-1997

TCL (GPT) Ltd (now Marconi/Ericsson/Telent) Dagenham, England (Permanent)

Recruited as a Project Manager promoted to Product Manager and then to General Manager

Key Projects included;

- Negotiated and developed a working relationship with NEC in Japan to bid for the supply of state of the art, complete turnkey communication solutions.
- Bid and supplied systems for the UK MOD, various oil and gas exploration

companies and large UK telecommunication operators.

- I formulated with my team, the concept for the first Dark Fibre Leasing Network in the UK called "Fibreway" (now part of Easynet), which became one of the most successful parts of the Marconi Group. I was responsible for 12 direct employees and project teams of around 25 people.

1984–1987**STC Ltd (now Alcatel) Greenwich, England ((Permanent)**

Joined as a Graduate Engineer promoted to Senior Engineer

Key Projects included;

- SONAR 2054(N) Towed Array Handling system for the MOD (N) fleet of Trident class submarines
- Ptarmigan military communications system for the British Army.
- early optical submarine systems and network systems for the North Sea oil fields,

Education**1989–91 City University Business School, (now the CASS Business School)**

London, England MBA in International Business

1981-84 Liverpool University,

Bachelor of Engineering (B.Eng) Graduated 2:1 with Honours

1975-1981 Denbigh School, Milton Keynes,

10 'O' levels and 3 'A' levels

Skills

I have a basic understanding of working in a German-speaking organisation and environment from living and working in Munich for 3 years. I also enjoy working on computers, and I am familiar with all the commonly used MS Office/Windows software programs, including Excel, Word, PowerPoint, Outlook and Project. I am also familiar with Dream-Weaver and can write and compile web-site pages.

Status

British

Married with 2 children (aged 11 & 13).

Willing to travel.

Located in East Sussex close to Tunbridge Wells

References available if required, from BT, ESCC & MLL

Contract positions via 6SConsult ICT Limited.