

Curriculum Vitae

Personal Details

Name: Jim Kirkby

Location: Twickenham, United Kingdom

Career History

2016 August – Current

Director Operations – Gyron Internet (an NTT Company)

I am responsible for the operational functions of the business including Facilities Management, Technical Operations, HR, Customer Operations, Networks & IT, Security Operations and Compliance. My overarching responsibilities for each of these functions include full budget responsibility, staff management and mentoring, KPI and objective management as well ensuring the teams operate to their best across the gamut of services we offer.

Responsibilities span five critical Data Centre facilities in Hemel Hempstead and Slough ranging in size from 6MW to 30MW. Within the FM function, my teams are accountable for all PPM and reactive maintenance routines as well as supporting contractors within the facilities via RAMS, Permit management and scheduling.

In addition to the FM team, my Technical team are responsible for the 3rd Level escalation of Mechanical and Electrical issues. The Technical team also provide support to the FM functions for HV switching schedules and complex works. As well as supporting day to day activities the team also have full accountability for IST and handover of new facilities providing services such as O&M production as well as the development of SOPs and EOPs for all the facilities.

Having full accountability for the customer experience, I also run the Customer Operations function which includes the 24/7 remote hands and ICT team as well the Service Delivery Managers and Incident Management. As well as being the face of Gyrons Senior management in customer meetings I am also directly involved in any significant incidents or escalations.

Further to the technical functions dedicated to the facilities, I also run the in-house Security teams, Network Functions and the HR team as well as Compliance. I have been instrumental in leading a reconfiguration of the existing Management team, putting in place new functions and roles to support the business as it grows.

2015 September – Current

Co-Founder – The IoT Factory

A group of like-minded individuals who are exploring and creating opportunities in the Internet of Things (IoT) space. The IoT Factory has explored and delivered a number small projects in IoT. The principals of its existence are to

understand exactly what IoT is and indeed is not. Debunk the myths and explore the art of the possible.

We are directly engaged in projects understanding the benefits and capabilities around deployment of sensors with minimal intrusion and rapid data analytics to support Assisted Living services. In addition, we have focused time in understanding the plethora of IoT Eco-Systems, technologies and capabilities.

2010 June – 2015 September
Telstra EMEA – COO
Responsibilities and Achievements

Reporting to CEO EMEA, I took full accountability for the day to day operations of the EMEA business. Including all customer-facing functions, Service Delivery, Assurance (NOC), Project Management, Engineering, Service Management, Hosting services and 3rd Party supplier management, H&S as well as being the executive responsible for significant customer issues and escalations. In addition to my responsibilities for the customer experience, I also owned the support of our network and hosting infrastructure and the 3rd party providers that made up a significant part of that capability.

- **Business Restructure:** - Created the plan that changed the revenue structure through a radical shake-up of the business profile and customer make up. The company needed to change its product and service mix to reduce churn and improve customer profitability. Significantly reduced the volume of product supported and services under management. Large parts of the base were moved off. The result gave significant gains in promoter scores moving the business into positive territory and considerably improved churn. The remaining customers were large institutions with fully managed service on a global footprint.
- **Hosting Centre upgrades:** - Directly responsible for the management of our hosting centre capability in Docklands and Woking, I oversaw and managed these facilities as well as some significant engineering projects. These included the negotiation and change to a new E&M outsource provider. The delivery and commission of numerous electrical installations and the build of a new Dry Air Cooling capability, all at our London Docklands facility as well the replacement of existing Generators. These upgrades were essential to support the ongoing growth of the business as well ensure business continuity and removal of any single points of failure. I was the face of the customer at executive level ensuring I was there when issues and challenges occurred as well supported the onsite teams through technical transitions.
- **EMEA IT transformation:** - IT in the EMEA business spanned some 66 separate platforms and software services, it was complicated and not connected making it impossible to understand one source of the truth from a reporting and management point of view. Led the business on a wholesale simplification of IT with reductions in the volume of platforms and therefore cost. This also leads to significant improvements in workflow and, therefore, reduced

the book to bill times. For the first time, the business had had a single view of its customers services and assets in the EMEA region. The project took 18 months and £1.8million of capital and saw the business move most of its services to Cloud based solutions. Saving of several million pounds delivered through the switch off of heritage platforms and license costs across both the BSS and OSS platforms.

- ISO27001: - I was appointed executive wholly responsible for the delivery and attainment of ISO27001 across the business's hosting centres and management office. As part of this function not only was I responsible for delivery and ongoing management I also took direct responsibility for the business continuity planning and management regularly hosting BCM tests and Security Incident Response Team meetings (SIRT). In the last certification, the company received a verbatim from BSI "a commendably low level of non-conformity, and it is noteworthy that the client was the first to complete transition to ISO27001:2013 in the UK", for which I am immensely proud.
- Project's Redford, Newman and Eastwood: - Having completed the business restructure I took the lead to condense (remove) the UK network assets consolidating them down to just a few pops in EMEA (Redford). I further owned the initiative to outsource our entire EMEA voice capability to a 3rd party (Newman). Allowing me to remove the significant cost of both hardware (DMS Switch) and buildings in the UK. Further product consolidation continued so that I could align with the Telstra Global capability and remove heritage products that could only be used in the EMEA region. All of these projects required significant customer interaction at C level and clear reporting lines to ensure synchronisation and communication at many levels.

2008 August – 2010 June

Telstra International EMEA – Director Customer Operations Responsibilities and Achievements

Direct accountability for the Provision, Assurance and management of all customer services. Including all circuit provisioning, equipment delivery and network build for new global services. I am also responsible for the assurance, fault management and service management for all EMEA customers. Additionally, I own the Project Management, Service Management and Business change functions within the company as well owning and running the Customer Satisfaction Management (NPS) for the entire EMEA estate. I later took on the carrier management function from a service (not commercial) point of view.

- Implemented Customer Service measurement programme (NPS) measuring for the first time the customers overall experience.
- Implemented significant change across the assure and fulfil teams driving service improvements measured in the companies NPS score moving over 60 percentage points in the right direction. Additionally moved delivery on time from 49% to 95% consistently month on month.

- Transformed the overall bid to bill process functions delivering business efficiencies in both headcount and OPEX.

2006 – 2008

Pipex Business Services - Director Customer Operations Responsibilities and Achievements

- Responsible for managing and bringing together 8 Pipex brands; Freedom2Surf, Nildram and Pipex Business Services from the operational, cultural, IT and people aspects.
- Reporting to the MD, I was accountable for the budget setting and management of the operational areas as well as external providers and internal engineering groups.
- Implemented significant change, to the existing operational entities of 3 companies and melded a management team that works across three brands. Broke down the barriers to interpretation, creating a platform for all brands to operate through a common management team across 140 direct staff and 200+ Business focused staff. Managing B2C and B2B Call Centre teams.
- New IT delivery and process change, set in training migration from the existing 63 platforms to 3 core platforms (Provide, Assure and Bill), which will deliver the functionality required to run 3 or more brands on a common platform with the necessarily demonstrable savings in FTE, OPEX and complexity. Additionally offering better customer service increased turnaround of work and reductions in outstanding WIP. Business case and received £5million of funding for the delivery of this project.
- Management of WIP has taken the average run rate WIP from £4million to £1.2 million through a better focus on tasks and issues. Driven accountability to get cash to the bottom line through communication to service teams and Project Management teams.
- Delivery an outsourcing culture, have made a fundamental change in the way the company operates by taking decisive action to remove the engineering group the building of a new MPLS network and outsourced it to 3rd party providers. Set up the necessary operational interfaces, SLAs and accountabilities, liaised with both internal and 3rd party senior management teams to ensure absolute buy in to outsource model. This delivered a saleable product in just a few months several months ahead of a scalable in-house solution. Realised significant savings in Capex and a fundamental change in mindset at a senior level in Smarter, Quicker and Cheaper ways to deliver service.

2003 – 2006

Cable & Wireless – Director, Service Fulfilment Responsibilities and Achievements

- Responsible for managing and end-to-end Provide Process across all functions 40 direct staff, 1200 Matrix staff.
- Spanning, Customer Front Office, Field Force, Planning, Project Design, Technical Back Office e(NOCS) as well as Service Management and Process teams.
- Service delivery and revenues protection build and supply of network transmission to any one of 72,000 customers across all platforms and for any geographic area. Ensured services were delivered on time and protected the £1.6 billion revenue based on service excellence.
- Escalation management ensured all provide issues and escalations raised were managed and dealt with before escalation to CEO, involving direct hands-on contact with customers often at board level and across several territories. Accountable for managing all major incidents affecting the delivery of service.
- Process and systems change- significant issues impacting delivery and process. Worked to deliver new IT systems and Process changes to improve the overall delivery capability. Successfully delivered £1.2 million Workforce Management pilot system improving field performance and reducing headcount by 40 heads. Instrumental in the delivery of £22 million Siebel system from just 5 seats to 120 in 8 months.
- Change Management: - issues in organisational structure increasing lead times and expensive in headcount. Rationalised the structure of the Provide teams. Delivering both efficiencies in time to deliver as well as overall cost. Achieved significant savings in staff costs as well decreasing mean time to provide on some products by 7 days.

2002 – 2003

Cable & Wireless – Director, Customer Services Responsibilities and Achievements

- Accountable for the delivery of Pre-Sales and Service Management to Key Business Units ensuring customer satisfaction and sales growth were achieved.
- Provided direct hands-on support to customers where services level turnaround and major fault situations existed.
- Customers included BBC, IBM, Accenture, CAPITA, Atos and Sky.
- Provide leadership and direction:- A number of skills issues identified and no direction for people within the team, implemented Career Progression Plan and skills training necessary to support the sales initiatives. Rolled out ITIL-based services model which was achieved in less than 4 months, improvement in morale and sales figures maintained.
- Deliver Pre-Sales:- needed to improve Pre-Sales to assist in hitting sales targets and customer satisfaction. Developed niche skills training programme,

created a highly technical expert team. Customer satisfaction with Pre-Sales increased scoring exceptionally in customer reviews. Prospect lists rose by 60% in value.

- Deliver Service Management support to achieve customer service and satisfaction targets, maximising revenues and margin from existing services delivered. Ensure all customers get the right amount of Service Management at the right time.
- Retain and Grow revenue ensured the current revenues were protected and deliver growth opportunities in all existing accounts through the delivery of Service excellence and Pre-Sales support. Turned around a number of accounts as well as the delivery of large bids as a direct result of personal intervention generating additional revenue in those accounts.
- Create Service Level Agreements (SLA) and manage debt:- Service levels in some areas were not up to scratch and Debt in Query was out of control. RE structured teams to accounts and put in programme of debt reduction. Delivered consistently some of the highest scores on Customer Satisfaction surveys. I decreased our overall output of service credits by £2 million reduced Debt in Query from £4 million to a monthly average £30k.

2000 – 2002

Cable & Wireless – Director, Customer Operations Responsibilities and Achievements

- Oversaw Pre-Sales and Service Management nationally ensuring customer satisfaction and sales growth were achieved using the Pre-Sales and Service Management teams, 400 staff.
- Delivery of National Customer Services team, including Technical Consultants, Service managers and Account support staff. Owned the end-to-end design and delivery of customer's technical solutions from 'Bid to Bill'. Accountable for ongoing Customer Service, Service Improvement plans and interface with Operations communities nationally.
- Revenue and Margin:- drove Customer Services resources and activities in order to support delivery of the business unit targets, both new and retention revenues. Successfully hit all revenue protection targets, both new and retention revenues. Successfully hit all revenue protection targets for the team and increased margin sales via the Pre-Sales teams by £500k.
- Cost efficiency:- managed issues with Customer Services opex plan. Spearheaded a number of specific savings in headcount (redundancy) as well as other basic cost savings schemes. Reduced opex by £3 million, £1 million being achieved through non headcount initiatives.
- Cross Functional Working:- pro-actively improve team inter-working (Product Development, Business Development and Operational Teams). Agreed a priority deals process drawing the skills and expertise of all in the business in

the creation of new business, increased overall operational awareness and readiness when taking new large deals, improved overall Sales and Operations working relationships.

1999 – 2000

Cable & Wireless – International Carrier Services – Head of Technical Solutions

Responsibilities and Achievements

- This role planned the technical resources of the Wholesale arm of C&W. With 40 staff I was responsible for making sure we developed and delivered products, solutions and Pre-Sales in the wholesale market place.
- Build an IP solutions team:- Needed to create a team who could design and sell Carrier IP solutions. Built a team of consultants and support groups. Provided consultancy into major sectors of Carrier Services which included Mobile Operators, infrastructure providers, international carriers and global ISPs. Hugely successful team created £100 million in new IP revenues.
- Deliver MCI technical assets and support model to UK and RoW:- Provide the technical liaison and direct support channel for the delivery of OP network in the UK and RoW market. Worked with newly acquired MCI network teams in the US to delivery the end-to-end service and support model required to sell and support an IP network in the UK and RoW market place. AS3581 was one of the most successful networks ever rolled out, our mean time to deliver was measured in days (and some times hours) and created £100 million in additional revenues.
- Create an IP market:- designing and supporting services that connected on to, or through, the C&W IP backbone. Delivered transit sales to IPS globally. Designed a hosting service for a major South African streaming provider. Established projects facilitating the build of a global roaming exchanges service for GPRS and 3G operators (now the most successful Mobile interconnect network in the world). Satellite backhaul connection for Indo-Asian ISPs including a number of high profile transit services for companies such as BT, Yahoo, France Telecom and Marconi.

1996 – 1998

Cable & Wireless Communications – Senior Sales Support Consultant (Data)

Responsibilities and Achievements

Worked in the Corporate Markets and Public Sectors, support all accounts nationally requiring Data Services. Provided support to all account teams and Pre-Sales teams on all C&W data product. Worked with and supported the Product Development team on the role out of new data products (ATM, IP Backbone, Secure Services) this position was accountable for:

- Government services:- assisted in the design and provision of secure services to HM Government. Was responsible for the role out of the service

across all HM departments. Designed and delivered an 1800 site frame network to 2 key agencies. Presented solutions to senior civil service staff and cabinet departments (often in a secure environment) on key technologies.

- Corporate Services:- provided expertise in the design, sale and delivery of C&W's data portfolio into the Banking and Finance sectors, FMCG, Legal services and other market sectors. Accountable for large sales to companies such as BBC, Barclays, Simmons and Simmons and a number of smaller building societies.
- Training Programme:- established the design and delivery of a training programme that saw the creation of 5 data courses. Successfully rolled out to over 2100 people in C&W. To date the largest and most successful training programme designed by C&W and delivered to C&W.

1991 – 1996	C CAT Limited
Aug 1991 – July 1996	Telecommunications Consultant
Dec 1991 – Aug 1994	Pre-Sales Consultant
1986 – 1991	AIM Professional Systems
July 1988 – Dec 1991	Communications Technician
Dec 1987 – July 1989	Communications Engineer
Sept 1986 – Dec 1987	Senior Computer Operator
June 1985 – Aug 1986	Computer Operator
1984 – 1985	Information Technology Centre, Hull