

# Scott Sutherland

Solutions Architect with a Business focus

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## Profile

Scott Sutherland is an IT Manager and Architect, delivering business outcomes that effectively use information technology. His expertise has been valued by the senior management of companies such as Telstra, NRMA, Toyota, Qantas, RailCorp, Myer and Leighton. Scott works systematically with clients to build architectural roadmaps and deliver business outcomes through IT solutions.

Scott diagnoses problems and delivers change to ensure technology is used effectively and business is efficient. He specialises in roles that leverage his expertise in online service delivery, particularly through the convergence of IT, media and telecommunications.

## Recent Accomplishments

**Telstra Networks:** As Senior Product Engineer, re-developed the architecture of Telstra's Enterprise products, including IP VPN and wholesale Ethernet Access, to use the NBN. Led the network, process and IT analysis and solution design to integrate with NBN's fibre-to-the-premises, node, building, curb and & hybrid-fibre coax networks. June 2015 – June 2018

**Telstra Unified Communications:** Hands-on Project Management to lead Unified Communications teams (12 FTE) consolidating six video collaboration services into two cloud-centric services. Developed the architecture roadmap and financial model. PM'ed 20 month \$3M project including financial status, scheduling, testing, deployment planning and hands-on execution of user communications and cutover. September 2013 – May 2015

**Nextgen Networks:** As Lead Architect, transformed the application and information architecture using SOA, & TMForum frameworks, delivered on Cloud infrastructure. Developed the Solution Architecture for the Business Support Systems and the in-house development team of 14 reports. Designed product models and processes for new products. Aug 2010-May 2013






**NRMA:** Undertook an extensive review of the architecture and project management of a major IT program. Diagnosed a pivotal technical decision which had destroyed the project value. Presented this in business terms to the CEO & Board with recommended architectural and program governance changes – these were immediately adopted. August – September 2009.

**RailCorp:** Developed conceptual architectures for tactical products to deliver real-time timetables to a range of mobile devices. This work highlighted the need for an information architecture roadmap toward a cloud-based application service for mobile application developers (which was subsequently developed). March – December 2009.

**Tenix Solutions:** Established Enterprise Architecture for Infringement Management & Enforcement System (IMES) to guide a new system development, resulting in a change in direction of the technical solution design. March – July 2008.

**Australia Post:** Procurement management for the parcels division. Jointly ran a comprehensive RFQ process to select strategic mobility software. This included quantitative evaluation of tenders against weighted business value using a custom developed evaluation toolset and presentation of the outcome to stakeholders with diverse expectations. June – August 2008.

## Career History Summary

Employer	Position	Role	Clients	Date
<b>Telstra Corporation</b> (via RXP Services) 	Senior Product Engineer	Product Engineer, Connectivity & NBN, Enterprise Product Engineering	•Telstra Operations	6/2015—6/2018
	Project Specialist	Project Manager, Unified Communications.	•Telstra Enterprise & Business BU	9/2013—5/2015
<b>Nextgen Networks</b> 	Manager, Business Systems	Enterprise Architect. Manager, Business Support Systems.	•Nextgen Sales, •Operations, •Finance	8/2010—5/2013
<b>Fujitsu Consulting</b> 	Principal Consultant	Lead, Telecommunications. Practice Lead, Sustainability. Enterprise Architecture Practice.	•NRMA •RailCorp •Tenix Solutions •Toyota •Qantas •Australia Post •ME Bank •Deakin Uni. •Victoria Police	1/2007—8/2010
<b>Hewlett-Packard</b> 	Managing Consultant, Asia-Pacific & Japan	Solutions Creation, Broadband & Media, Asia-Pacific & Japan.	•MediaCorp •Yahoo Japan	01/2006—11/2006
	Managing Consultant, HP Services, Consulting & Integration	Solutions Manager, Business Support Systems & Broadband.	•Telstra BigPond •Optus •Hutchison	06/2004—12/2005
		Solutions Manager, Broadband & Rich Media.	•Telstra BigPond •Adelphi Hotel	11/1999—05/2004
	Senior Consultant, Telecommunication	Solution Architect, Broadband Services.	•Telstra Multimedia	10/1995—11/1999
<b>Telstra Corporation</b> 	Professional Engineer	PM, Network Integration. ATM Platform Manager. PM, Broadband Network Strategy. Research Engineer.	•Network Engineering •Network Products	8/1984—10/1995
<b>Gov. Aircraft Factories</b>	Engineer Class 1	Communications Engineer.	•RAAF	1982—1984

## Competencies

- Diagnosis and correction of problems to ensure IT is used effectively.
- Strategy development and implementation management.
- Architecture of IT specialising in online service delivery and use of cloud infrastructure.
- Client management including business requirements and generation of solution architectures.
- Management of client-facing software development & systems integration delivery teams
- Product planning in telecommunications including business, technical, and resource plans.
- Quality-assurance of project setup, system design and delivery.
- Business case preparation with financial models and risk planning.
- Negotiation of commercial supply contracts.

- R&D management, including patenting and commercialisation.
- Public speaking, conference presentation & client workshop facilitation.

### **Frameworks & Methods**

- TMForum Framework process / data / application: eTOM / SID / TAM
- TOGAF Enterprise Architecture
- UML Entity Relationship Diagram modelling
- Management of Agile & 'Waterfall' software development
- Financial modelling: P&L, Balance Sheet, Project Cash Flow
- Project Risk Assessment & Program Value Management

### **Tools**

- Sparx Systems Enterprise Architect - Systems Engineering
- Visual Paradigm for UML
- TMForum Shared Information Data (SID) model
- Microsoft MSDN / Visual Studio / Team Foundation Server
- Microsoft Project / Project Server

### **Awards & Recognition**

- 2011: Nextgen Product development award for BSS team contribution to High Density Data Centre solution delivery.
- 2003: HP 'High Achiever' award, HP South Pacific
- 1997 & 1998: HP Region 'Trusted Adviser Award' for successful delivery of Broadband solutions to Telstra
- 1992-1995: ITU Australian Delegate & Editor, (standardisation) Broadband standards meetings in Geneva & New York

### **Tertiary Education**

Bachelor of Engineering (Electrical) with Honours, Uni. of Melbourne

### **Professional Development**

- Enterprise Architecture (TOGAF) update. Open University August 2013.
- TMForum Framework, Business Process Framework L2, July 2010.
- Project Leadership, Management Comms, Singapore, May 2006
- Executive Focussed Selling, Sydney, April 2005
- Media (Interview) Training, Burson-Marsteller, May 2003

## Experience in Detail

### Telstra

6/2015 – 6/2018

*Senior Product Engineer (through RXP Services)*

- Leadership: Led the network, process and IT analysis and solution design to integrate with NBN's fibre-to-the-premises, node, building, curb and & hybrid-fibre coax networks.
  - Financial: Project investments above \$20M on products with revenue above \$100M.
  - Customers: Enable simple transition to NBN access with equivalent performance at minimum possible cost to Telstra.
  - Risk: Mitigated myriad solution risks through design: verify service before legacy disconnect.
  - Delivery: Met deliverables with technical sign-off authority and active in all testing phases.
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### Telstra

9/2013 – 5/2015

*Project Manager (through engageViidacom)*

- Leadership: Hands-on Project Management to lead Unified Communications teams (12 FTE). Developed the architecture roadmap at for the entire 20 month project at system level.
  - Financial: Developed the financial model for \$3M capital and operation expenditure.
  - Customers: Calling across multi-vendor services simplified use of video collaboration for staff. Cloud-based services designed for product development and revenue generation.
  - Risk: Support planning and communications for improved availability and customer advocacy.
  - Delivery: Tracked complex schedules and escalations as required. Hands-on in cutovers.
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### Nextgen Networks

8/2010 – 5/2013

*Enterprise Architect &*

*Manager, Business Support Systems*

- Leadership: Defined Enterprise Architecture to meet Nextgen strategic goals. Rebuilt and led the BSS team of 6 developers, 5 business analysts and 2 testers.
  - Financial: Met key financial targets, Reduced revenue leakage.
  - Staff: Improved staff job satisfaction through a well-structured requirements-to-deployment development processes; ensured team members balanced work and non-work life.
  - Customers: Improved access to customer information online using well-structured databases.
  - Risk: Initiated a disaster recovery solution; initiated an independent security audit.
  - Delivery: Introduced IT processes that reduced costs and improved IT availability.
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### Fujitsu Australia

1/2007 – 8/2010

*Principal Consultant*

- *Lead, Telecommunications Industry*
- *Practice Lead, Sustainability*
- *Member, Enterprise Architecture Practice*

### Responsibilities:

- Structure, manage & deliver Business Consulting assignments in Enterprise Architecture
- Develop Fujitsu Consulting's Enterprise Sustainability methods and lead state business

### Sample Clients *additional to 'recent accomplishments' above*

**Mission Australia:** Develop innovative funding model incorporating carbon emissions trading for Mission Australia's urban renewal employment program. (Dec. 2007, June 2008)

**Members Equity Bank:** Review the bank's architectural documents and EA processes in the context a system upgrade. (February 2009)

**Deakin University:** Lead the development of Deakin University's ICT Enterprise Architecture framework from a business, data, application, and technology perspective. (July – September 2008)

**Victoria Police:** Analyse data centre architecture and deliver an Industrialisation roadmap to improve cost/benefit. (June – December 2007)

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**Hewlett-Packard Asia-Pacific**

**1/2006 – 11/2006**

*Solutions Creation,  
Broadband & Media*

- Build solutions capability for broadband & media including IPTV and content management.
- Develop and execute a business plan for selling IT consulting and SI solutions valued at \$17M to the communications & media industries.
- Qualify the addressable market demand & identify new priority target customers in Asia-Pacific.
- Developed complete IPTV Bid Submission Kits for repeatable, high quality bid & project work.

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**Hewlett-Packard Australia**

**6/2004 – 12/2005**

*Solutions Manager,  
Business Support Systems & Broadband  
Broadband, Infrastructure & Applications*

- Responsible for line management of 5 senior consultants, plus project management of up to 46 delivery consultants
- Consulting and SI delivery to Telstra, Optus, Hutchison and other telecommunications clients, with consulting practice orders of \$3M p.a
- Achieve business results for the consulting practice of \$7M orders p.a. while reaching, revenue, margin and cost-of-sale targets

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**Hewlett-Packard Australia**

**10/1995 – 5/2004**

*Solutions Business Manager,  
Broadband & Rich Media  
Practice Manager / Senior Consultant  
Telecommunications*

- Responsible for line management of 4 senior and 11 associate consultants
- Won & delivered Telstra broadband SI projects valued at \$20M in OSS and BSS for service access management, delivered on time & budget
- Developed the process framework that managed the financial risk in complex SI projects with 60 staff, including offshore development
- Invested in creation and sale of a breakthrough Video-On-Demand (VOD)
- Develop the IT Architecture for Telstra's BigPond products with breakthrough solutions in real-time billing mediation

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**Telstra Corporation**

**8/1984 – 10/1995**

*ATM Platform Manager, Network Products  
Broadband Network Strategy, Network Products  
Project Leader, Research Engineer,  
Telstra Research Laboratories*

- Lead development of integrated platform solutions using ATM technologies for new and enhanced products.
- Project Managed Austrpac modernisation to create the SDN, offering new Frame Relay and ATM services.
- Invented and patented ATM virtual path concept; now part of all standard ATM networks.

## Referees

	<b>Referee 1</b>	<b>Referee 2</b>
<b>Name</b>	Dr John Burgin	Mr Glenn Law
<b>Title</b>	Managing Director	Head of Operations
<b>Organisation</b>	Cognizant Technology Solutions	Nextgen Group
<b>Working Relationship</b>	Manager	Manager
<b>Primary contact number</b>	<i>available on request</i>	<i>available on request</i>
<b>Referee's E-mail address</b>	<i>available on request</i>	<i>available on request</i>