Richard Howie

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Career Profile

A widely experienced Enterprise Architect / Head of Architecture / Management Consultant with strong leadership & advisory skills and a successful track record driving change and innovation. Successfully developed a range of comprehensive IT blueprints covering full E2E business transformation programs, large scale merges and acquisitions, platform rationalisation & decommissioning programs and significant internal IT transformation / master plans. A breadth of capability and experience across the E2E application architecture covering IVR/CTI, Digital / Online, CRM, Sales / Service Catalogue, Sale Order Capture & Provisioning, Customer Incident / Problem Mgmt, SLA mgmt, Bill Account & Receivables, Credit & Collections, Payments, Invoicing, Settlements, HR, Finance, Procurement & Logistics application domains as examples that has evolved over many years primarily in the field of Information, Application, Process & Technology Architecture supported with a solid experience across application development, maintenance, support and IT operations.

Strengths include:

- **Experienced enterprise architecture** change agent, using practical approaches to successfully implementing & develop enterprise architectures, IT blueprints, program solution plans for transformation.
- **A solid track record of building up and running successful architecture functions** creating strong architecture competencies and though leaders.
- **Lead the overall architecture design and development for Telstra IT transformation program** over a 5 year period successfully consolidating 300 platforms and implementing over 35 new software packages.
- **A Strategic & bigger picture thinker, hands on approach** and strong leadership, creative conceptual thinker, functioning effectively at various levels of abstraction, disciplined and systematic.
- **Skilful communicator visualising & communicate complex concepts** influencing outcomes at the most senior executive levels with a strong history of gaining executive support and sponsorship.
- **Methodical, applies practical architectural solution approaches**, Richard authored the GRASP EA methodology that's been adopted by large telecom organisations to form a strong IT foundation for E2E business transformation.
- **Strong leadership and highly motivated**, has succeeded by providing a holistic management style that effectively consults to understand and solution business needs, a strong change leader and delivering outcomes through building and leading high performing teams

Specialisations include:

- EA Development (Application, Process, Data & Technology, Business Transformation)
- IT Strategic Planning (E2E transformations, merges & acquisitions, internal IT plans)
- IT Systems rationalisation including the transition solution plans
- Blueprint target architecture implementation designing
- Deep and broad E2E business & operations support systems knowledge base
- Successful at building and leading high performing architecture teams

Career Overview

GRASP Technology SA (IT architecture, strategy planning consulting) 2018 onwards
- Selective strategic IT transformation architecture & strategic planning engagements

Mashow Enterprises (gaining financial independents) 2017 - current
- Successfully built and operate a commercial storage facility with 220 garages
- Successfully built and operate a commercial gym & fitness centre

Ericsson Global EA consulting practice 2014 - 2017
- Vodafone group UK E2E Audit of the BSS/OSS global transformation program
- Telenor Denmark merger BSS/OSS E2E platform consolidation strategy / audit
- Vodaphone Spain / Uno merger BSS/OSS E2E platform consolidation strategy development

GRASP technology AUD   Telecommunications Enterprise Architecture Mgmt Consulting Practice
- GRASP   Business development in Europe   2013 - 2014
- NBN   Mgmt Consulting (FTTN IT impact assessment)   2013 - 2013
- Vodafone   Mgmt Consulting (IT Transformation blueprints development) 2012 - 2013

• Melbourne IT	Mgmt Consulting (IT architecture design audit)	2012
• HP	Telstra NBN Submission	2012
• Practical Arch	Business Development	2011 - 2012
• SingTel OPTUS	Mgmt Consulting (IT Transformation blueprint development)	2011 - 2011
• PWC	NBN (IT E2E architecture audit)	2011
Telstra	Director IT Architecture, Strategy & Planning	2006 - 2011
	GM BSS, GM IT AS&P / Chief Architect Telstra	2004 - 2006
SingTel OPTUS	Manager Architecture & Strategy, Chief Application Architect	2000 - 2003
	Enterprise Architect, Manager Application Architecture	1999 - 2000
Telkom	Manager Applications Architecture, Enterprise Architect	1997 - 1999
	Consultant, Business Analyst, Programmer	1991 - 1997

Career Details

Mashow enterprise & Grasp Technologies South Africa (2017 – onwards)

After the contract ended at Ericsson in 2017 I established 2 businesses to ensure long term financial independence.

Mashow Storage Facility trading as must have secure storage.
Mashow was a joint venture with myself and father in-law to build a commercial storage facility in Hoedspruit a small town in the Limpopo province. Initially we built 120 garages units once occupied we built another 120 units. The business is profitable with low mainternce needed and very easy to run.

Developed and running a Commercial Gym (trading as Hoedspruit Wildlife Health and Fitness centre)
Built from scratch a 920sqm commercial gym facility in Hoedspruit. From concept to implementation and now running / operations. We have over 350 active members, it's a low mainternce successful business.

Grasp Technologies in South Africa
Is a company I have created in South Africa after relocating simular to the one I had in Australia to enable me to continue providing IT consulting service to Telecommunications companies. When I sold the BSS / OSS IT architecture strategy planning methodology and framework to Ericsson Global I retained the ongoing rights to use the methodology independently.

Now open to performing select strategic IT BSS/OSS strategy planning and transformation planning engagements as an independent advisor / mentor / team members / leader.

Ericsson Global Enterprise Architecture practice (Jan 2014 – 2017)

Key Projects led & executed

Telia & Telenor Denmark pre-merger IT strategy audit and risk assessment.
Telia and Telenor were in the processes of evaluating the best IT consolidation strategy for the merger should it get approved. Telenor was already progressed of developing a new target architecture using a Chinese software development company. One of the key assumption was that this new platform would be the natural consolidation target. We successfully performed a detailed evaluation of both Telia & Telenor IT platforms, evaluated the Business Cases and preformed a risk assessment on the current Telenor IT transformation program implementing a new target architecture. The Audit / Risk report was presented to the programs leadership team.

Key achievements
• The audit / risk assessment was completed successfully and the report / findings presented to the programs leadership team.

The audit / risk assessment strategy deliverables included:

a) The future business strategy analysis and strategic capability definition validation
b) The current systems baseline and health assessment of both Telia and Telenor new target
c) The Telenor IT transformation strategy risk assessment

d) The BC validation and analysis
e) The audit / risk assessment report

Vodaphone Spain / Uno E2E BSS/OSS IT platform consolidation strategy development
Vodaphone Spain acquired ONO a cable & mobile operator within Spain and subsequently put out a tender for the development of a comprehensive E2E IT consolidation strategy. Our proposal using the grasp methodology were chosen as the preferred methodology and we were selected to develop the IT consolidation strategy after competing against the likes of Bain and Accenture.

Key achievements
- The IT consolidation strategy development engagement was successfully completed and the report was presented to the CTO & Board. The IT strategy and recommendations are accepted by the board.
- Several months later was personally approached by the CTO to re-evaluate the strategy based on new business directions and inputs my recommendation were accepted and presented to the board.

The IT strategy deliverables developed included:

f) The business strategy analysis and strategic capability definition
g) The current systems baseline & health assessment
h) The target architecture end game for consumer & enterprise products and services
i) The roadmap with a supporting high-level solution and systems decommissioning plan

Vodafone transformation BSS/OSS IT architecture audit

Vodafone has embarked on a major business, network and IT transformation program. A large part of the transformation program includes building and deploying a number of E2E BSS/OSS application stacks across 12 of the Europe OpCo's. The global head of the design authority requested Richard / Ericsson to perform an independent validation / audit of the E2E architecture blueprint and planned migration strategies for the Transformation program.

Key achievements
- The audit was successfully completed and an audit report was submitted to the head of the design authority on the 2nd April 2014.

Submitted a comprehensive proposal to help address some of the key enterprise architecture recommendation covering:

a) Improving the EA competency (people, methodologies and tooling)
b) Adopting a proven mature BOSS IT planning methodology and framework to accelerate developing comprehensive IT blueprints & update their architecture reference models.
c) Expand and improve the existing EA organization and competency through EA and IT blueprint planning training.
d) Performing a number of focused IT strategy planning and enterprise architecture activities for selected OpCo's.
e) Define and describe a full set of strategic capability statements.
f) Refine and update the logical application reference architecture model.
g) Perform a current systems assessment which includes a systems coverage map, a health assessment and strategy capability assessment.
h) Define and describe a full set of OpCo target architecture end game deployment models. This to be carried out per OpCo.
i) Define the most optimal IT transformation roadmaps, with a supporting High-Level solution plan.
j) Performing complete E2E IT blueprint planning activity for selected OpCo's.

GRASP Technology AUD Management Consulting (June 2011 – Current)

GRASP technology methodology business development – (Sep 2013 – Dec 2013)
Travelled to Europe for business development had successful meetings with both a Tier 1 Global operator regarding their regional global transformation program and with Ericsson regarding their overall Transformation competency and the potential to incorporate the GRASP methodology I authored.

Key achievements
- The SOW to perform the Tier 1 xx Global E2E BSS/OSS IT architecture audit was approved.

- Ericsson Global purchased the GRASP methodology and framework with a long term EA consulting contract

NBN - Principle BSS / OSS Management Consultant – (June 2013 – July 2013)

With the pending change in government and the associated policy changes with the NBN network rollout potentially moving from fibre to the home to a copper based fibre to the node, perform an E2E current NBN IT systems impact assessment.

Key achievements
- Mapped the current application architecture to a logical Telco application reference architecture.
- Performed the E2E IT impacted assessment.
- Completed a high-level E2E application portfolio impact assessment report.

Practical Architectures Management Consulting (Feb 2011 – Aug 2013)

Vodafone - Principle Management Consultant – (April 2012 - Current)

With the merger of Vodafone NZ & Telstra Clear NZ developed the detailed E2E application blueprint across the Customer Interaction, Fulfilment, Operations Assurance and Billing domains using the GRASP framework and to provide any associated mentoring, training and consulting on the framework implementation, and furthermore to help uplift the teams EA competency and capability.

Key achievements
- Developed the detailed E2E application blueprints & roadmaps for all product and segments to enable the two organisation systems consolidation post the merger for Telstra Clear & Vodafone NZ.
- Defined the E2E application reference architecture
- Defined the E2E Target Applications Architecture end game for CRM, Fulfilment, Assurance & Billing
- Performed a current systems baseline & assessment
- Developed the detailed migration roadmaps to the target architecture
- Blueprint approved and funding from the CEO, CTO & CIO & board for the roadmaps
- Consumer Simplex stack Phase 1 of 3 has now been initiated
- Completed the Blueprints and training / mentoring using the framework

Melbourne IT - Principle EA Management Consultant – (September 2012)
Melbourne IT was looking for design guidance regarding their IT transformation platform design and implementation challenges, engage jointly with Terranovate.

Key achievements
- Completed workshops with the key stakeholder to locked down the design focus points and successfully facilitated workshop to resolve design issues,
- Presented the recommendation to CFO, CTO & CIO, they were approved & implemented.

Practical Architectures – Business Development – (October 2011 - March 2012)
GRASP Technology trading as Practical Architectures is a company created for EA / IT strategy management consulting engagements / ventures using the GRASP EA framework. The objective was to created Web site presence, promote the Practical Architecture & GRASP Method / Framework value proposition and arrange presentations at telecom industry forms / events to stimulate client engagements.

Key Achievements

- Completed website development
- Completed presentation material and presented at the Frost & Sullivan annual Telecommunication conference at Singapore.
- Expanded existing relationship with SingTel and exploring potential future opportunities with Amdocs.
- Concluded a client engagement with Vodafone New Zealand, engaged to develop a set of comprehensive blueprints using the GRASP methodology / framework.

Optus / SingTel Principle EA Management Consultant - March 2011 - September 2011
Approach by the chief architect Optus to develop E2E application blueprints across the Customer Interaction, Fulfilment, Operations Assurance and Billing domains using the GRASP framework and to provide the associated mentoring, training and consulting on the framework implementation, and furthermore to help uplift the teams EA competency and capabilities.

Key Achievements
- Completed the blueprint & roadmaps at Optus for BSS (Channels, Online, CRM, Billing & including Fulfilment for the Optus Consumer, Small to Medium and Enterprise Customer Business units).

- Completed the GRASP training & mentoring
- Defined the full E2E application reference architecture
- Set the frameworks in place to define the blueprints for Operations (OSS), the SDP/SDF/SDK aspects for the Optus Digital Media business unit and the E2E applications plots for the Whole Sale Business Unit.
- Providing on-going periodic audit and mentoring as they continue developing and refine the blueprints.

PCW / NBN Audit - Principle Architect - Feb 2011
Approached by PWC to help perform and E2E Architecture Audit of NBN application architecture

Key Achievements
- The E2E Architecture assessment report was well received. The report highlighted key risk areas and gaps within the blueprint and overall E2E Architecture.

Telstra - (Jan 2004 – Feb 2010)
Telstra Australia's leading full Telecommunications, media & cloud service provider employing approximately 49,000 people nationally and generating $23 billion per annum in revenue.

Director IT Architecture Strategy & Planning - May 2006 – December 2010
Accountable for Telstra the E2E application, technology and data architecture, blueprint planning, solution architecture support, chief architect for the E2E IT transformation roadmaps, migrations strategies, solution designs and overall solution design governance and establishing a comprehensive Risk Resolution & Governance process. Providing all IT programs with solution design support. Mentoring and managing a team of over 100 architects.

Key Achievements
- Facilitated, maintained and delivered the full cross Business Support Systems & Operations Support Systems integrated 5 year IT transformation plan aligned to the business capability strategy, implementing over 35 new software packages, impacting over 200 systems several hundred interfaces and decommissioning 300 systems with a consortium of service providers (Amdocs, IBM & Accenture).

- Successfully facilitated and delivered the full solution scoping plans with the supporting E2E high level solution architecture for each phase/ release across all Business Support Systems & Operations Support Systems supper projects streams.
  Super projects
    - Customer Care and Billing
    - Online & Identity
    - Customer Service Assurance
    - Network Service Assurance
    - Inventory
    - Enterprise Data Warehouse
- Significantly reduced systems complexity (some examples below)
    - Before we entered customer name & address details 6 times, now just once
    - Before up to 82 screens, 7 applications and nearly 300 clicks, Now 30 screen choices, 2 applications and much fewer clicks
    - Focus is now on customer interactions, products and offers vs navigating thru systems & screens
    - Over 300 systems decommissioned
    - Delivering common processes & systems for our employees to better serve our customers
    - Single source of customer details including all assets / products

- Led the development of a Digital Service Delivery Platform Framework and Blueprint for the NG services across media, entertainment & applications. The DSDP blueprint development process was a joint IT, Chief Technology office and Network engineering group initiative. This encompassed training external business partners and the application of the self-developed GRASP IT blueprint planning methodology.

- Led the development of the reference architecture for Cloud Computing to enable delivery of the infrastructure, software and platform as a service go to market strategy.

- Led the development of the high-level IT solution plan architecture & blueprint roadmap for the Telstra NBN Bid.

- Developed an overall IT Master Plan covering infrastructure, application & data to reduce cost, improve efficiencies.

- During the transformation program life cycle, delivered well over 3000 design artefacts outside the consortiums scope to implementing the customer care, online, order management, data warehouse reporting and analytics, billing and in across customer problem & incident mgmt, SLA mgmt, workforce mgmt, trouble ticketing, network event & alarm mgmt including cross domain correlation and service impact mgmt, network performance mgmt, inventory both logical and physical components into the Telstra environment.

- Created the application Solution Design governance Councils, resolving cross domain and application design issues across the consortium (Amdocs, IBM and Accenture) and established the Technology Governance Council to ratify and approve the technical architectures standards.

- Improved overall integration design integrity, provided the SOA design guidelines, and received the TMF best practice service provider award for SOA design approach and SOA implementation within the OSS program.

- Set up the NNMC (network naming and metadata council) for inventory domain, set up Information Quality Councils with a supporting data stewardship program.

- During the transformation simultaneously provided solution impact and design support for all other Business as usual IT programs (Approximately 300 projects PA).

- Implemented an Architecture certification & development program, including getting the Telstra SDLC Open group certified.

General Manager IT Architecture, Strategy & Planning - Nov 05 - May 06

Achievements
- Developed the domain centric blueprints across Sales & Marketing, CRM, Fulfilment, Assurance and Billing for the Telstra transformation program using the GRASP method to define the blueprints.

- Secured funding valued at $1.5 - 2 billion from Telstra Executive and the Board for the IT Transformation Plan, through an effective presentation of the IT Blueprints and roadmaps.

Group Manager, BSS Architecture Jan 04 – Nov 04
Accountable for Telstra the Business Support Systems application portfolios (1500 systems) application, technology and data architecture, BSS blueprint planning, providing IT programs with architecture and solution design support. Mentoring and managing a team of 35 architects.

Achievements
- Introduced the GRASP EA & Information Systems Planning Methodology to Telstra and trained the architecture team to use the framework and successfully completed a comprehensive Information Systems plans for two major Business Units within record timeframes.

- Identified and assessed the key impacts of the business strategies on the existing IT systems portfolio. Provided the rationale and recommendations on whether to address these impacts through further investments in current systems. Recommendations were received positively by the Telstra Executive. The consumer retail division's executive redirected 70% of the consumer retail division's annual IT capital funding to align with the planning recommendation and outcomes.

SingTel Optus (Apr 1999 – Dec 2003)
SingTel Optus employs approximately 12,000 people Australia-wide and provides telecommunications services to consumer and business, generating $6.5 billion per annum.

Manager of Application Strategy and Technology Planning,
Accountable to develop the EA models, target architectures, enterprise decommissioning strategies, enterprise application architectures and blueprint roadmaps for each line of business including identifying any cross company synergies (Optus & SingTel), implement design & architecture governance and create a high performing architecture team

Achievements
- Developed an overarching integrated (IT Master Plan) strategy with the intent to

  - Reduce of the Optus core system portfolio by 50%
  - Reduce IT Operating cost from $400 million to $130 million with a 4% cost to revenue target.
  - Mitigation the risk associated with system currency (stay-alive program).
  - Optimise the IT Sourcing Strategy and leverage SingTel capabilities
- Completed Information Systems Plans (E2E Blueprints) for all Lines of Business.

- Secured Optus Executive endorsement and approval of funding for the recommended plan through the effective communication of the integrated strategy. Public announcement to the market

confirming the investment of $450 million over 5 years to transform their technology capability as a direct result of the overarching integrated strategy.

- Developed the Optus Target Architecture which addressed the Process Architecture areas including Customer Interaction, Customer Care, Sales & Marketing, Fulfilment, Assurance and Billing,

- Developed the common Application Architecture reference architecture with definitions of key capabilities for Application Building Blocks and associated system interfaces

- Introduced a methodology, common framework and enterprise architecture models for enterprise and IT systems planning within the group. This effort created the ability to merge, regroup, realign, redirect and re-scope specific projects to gain efficiencies and share infrastructure with high programs cost savings in the region of $40 – 50 million.

Telkom South Africa - (Feb 1980 – Mar 1999)

Telkom SA is South Africa's leading Telecommunications service provider employing approximately 53,000 people nationally and generating revenue of $20 billion rand per annum. Telkom SA has a complex application portfolio with over 1100 systems.

Manager BSS / OSS Applications Architecture,
Information Architecture Consultant,
IEF Information Systems Planning Consultant,
Business Systems Analyst & programmer

Achievements
- Developed the strategies for future organization, process and IT applications architectures and the roadmaps for flow through provisioning capabilities on traditional POTS and Data services.

- Developed and implemented a virtual project office, enterprise governance and development coordination application called MAPS (Managing Architecture Projects and Systems), a comprehensive Current Systems and IT Project repository mapped to enterprise Process, Data and Application Functional models used for effective development coordination.

- Developed IT governance processes, policies, guidelines and principles in areas such as information strategy, business architectures, information architecture, information risk management, Meta data, re-usability strategies, security and control, application development infrastructure, package strategies and legacy management.

- Undertook 4 of the 32 studies executed across the company for an IT planning initiative using the TETRACH Methodology. (This method included the collection of the mission, objectives and intangible benefits, creating high-level hierarchical business models, using data model techniques, clustering them and visualizing IT opportunities across the system areas).

- As Project Leader of a small team, successfully developed and provided application maintenance and support for the suite of TELEBANK banking systems. Pioneering banking ATM implementations in SA, reduced the systems DB size by over 80%, removed all programming bugs, was the first person ever to get the yearly accounts interest capitalization run to balance correctly to the exact amount.

Qualifications include:
- Optus Leadership Development Program - UNSW
- Post Graduate Management Program – University of Pretoria
- Diploma Electronic Data Processing & Programming