

Business and Project leader who always delivers P&L/ROI Improvement, Turn Rounds and new Business Programmes with pace and precision:

- *Recurrent business critical achievements leading business units (to +37% PBIT), projects (to £40m), programmes (to £240m revenue benefit), bids (to \$1bn/100% win rate) and negotiations (to £200m) - UK and International - global corporate to SME*
- *Hands on "by example" leadership style - tenacious P&L focus - pragmatic PPM practice (including Prince2) - relentless risk management/pre-emption - strong negotiating, relationship, contracts, bid and communication skills - high IT/Telecoms literacy - key ability to simplify complexity*

Results Delivered - Highlights:

Common Outcomes: *profit and cash flow improvement - increased revenues/customer base - increased customer and employee satisfaction - embedded continuous improvement - improved team performance with less resource/cost - barriers converted to opportunities.*

Business Unit Improvement: *Led ATIO managed service business to profit for the first time (37% PBIT); £15m Nortel business - increased sales (+115%) and profit (+23% of sales); £4m Marconi Instruments division - increased sales (+29%) and profit (+12% of sales).*

Project Turn Rounds: *Rescued failing £40m Design-Build-Operate e-Commerce bank portal project in Hong Kong; Turned round operations and procurement at Nortel, STC Marine and GEC-McMichael; Portfolio responsibility for £100m+ successful ICT projects at GEC-Marconi and Nortel.*

New Business Initiatives: *Led Cable & Wireless emerging eServices offerings/plans and coordinated global steering group; Set up Nortel venture in Germany - telecom consultancy; programme/project services; system integration and outsource - won first contract.*

Bid Management Transformation: *Led inexperienced international bid consortium in Turkey to win competition for \$1bn turnkey network; Led Nortel programme to improve bid to win ratios (6 from 6 won at £240m); Delivered 100% bid to win hit rates at GEC-Marconi and Nortel; Rapidly doubled win rate to 35% at Synstar.*

Client, Partner and Vendor Commercial Management: *Improved sales (+18%), profit (+23% of sales) and cash (+£12m) - £30m Nortel business; Improved sales (+12%), profit (+15% of sales) and cash (+£23m) - £150m Plessey business; £200m contract provided 2 years negative capital employed at GEC-Marconi; Won point of principle with UK Treasury to secure £24m order at Nortel.*

Effective Leadership: *Successfully led global virtual project team of 280 multi discipline contractors across 14 time zones; international bid consortium CEO board and global virtual team of 2,000+; 180 head business unit; Operating Board member for 5,000 head business.*

Business Enabling Relationships: *Negotiated exclusive UK support/intervention for Nortel (a Canadian company) with UK Ministers; Productive dealings with decision makers - Turkish President, Government Ministers and Officials, global C level execs and other key influencers.*

Career History:**Freelance Interim Management and Consultancy****07/2009 to date**

Various engagements with Park House Associates - business development consultancy, business case qualification, bids and contract review - mainly software based risk and scenario modelling.

ATIO Corporation (Pty) Ltd - Business Executive (Revenue Assurance)**09/2007 - 06/2009**

General Manager ATIO (South Africa) UK based EMEA services for O2, Vodafone, SFR and others.

The business had not previously made a profit and was beset by technical issues and unreliable operations. Within 3 months delivered profitable month on month PBIT (37% in the last FY); increased

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sales; customer satisfaction up 15% to a 94%/87.5% spread; re-negotiated SLAs to what could actually be delivered; embedded staff in client business process - enhanced relationships, efficiency and risk reduction; eliminated technical and operations issues; direct heads reduced from 12 to 4.

Freelance Interim Management and Consultancy

07/2001 - 09/2007

Operations, service, bid and sales interim management - business case qualification, strategy and plans - programme, business development and commercial consultancy - clients included BancTec, BML (Energis), C&W, Omnes and green field opportunities across ICT outsource, content management, FX back office, fraud detection, security, IT integration and training services

Cable & Wireless

06/1999 - 07/2001

Business Director - e-Business B2B Portal

05/00 - 07/01

Rescued failing £40m Design/Build/Operate project in Hong Kong for C&W's largest customer and new business initiative - Standard Chartered Bank's B2BeX; set up and executed viable P&L, technical, project, resource and risk management solutions; re-negotiated high risk customer, partner and vendor relationships/terms to fixed deliverables, programme and price.

Business Manager - Global Markets e-Business

01/00 - 09/00

Led Global Market's emerging e-Services plans/initiatives; co-ordinated C&W steering group for e-Business and BSP/ASP opportunities and solutions; qualified and led major alliance, JV programmes and outsource bids (CMGI, CSC, IBM, ICL, KPMG, PWC, Reuters, SWIFT and others).

Senior Bid Manager - Global Markets

06/99 - 06/00

Led "left field" telecoms outsource bids for global corporate customers (Mannesmann and others) for this £400m C&W division; franchised best practice/coached colleagues to winning outcomes.

Synstar - Bid Consultant/Sales Support Manager (IT Services Solutions)

09/1998 - 05/1999

Led strategy and sales support infrastructure to establish "Bid to Win" best practice for this £200m desktop/helpdesk outsource and business continuity business - rapidly doubled win rate to 35%.

Early Career

1968 - 1998

Strategy and systems for family business in Turkey (£2m t/o)

9/95 - 8/98

Nortel - Northern Telecom

1988 - 1995

Director Europe - Telco and Corporate Services (£2m budget - new venture)

1/95 - 8/95

Bid Programme/Consortium Director - Networks Division (£5m budget - \$1b bid)

4/92 - 12/94

Divisional Manager - Tactical Systems Division (£15m t/o - 55 staff)

5/89 - 3/92

Commercial Manager - STC Communications Systems (£30m t/o - 6 staff)

1/88 - 5/89

Plessey Secure Communications - Commercial Executive (£150m t/o - 18 staff)

1986 - 1987

GEC - Marconi

1978 - 1985

Divisional Manager - Marconi Instruments Service Division (£4m t/o - 180 staff)

1/84 - 8/85

Commercial Manager - Simulators & Automatic Test Equipment (£30m t/o - 6 staff)

1/83 - 12/83

Contracts Manager - Electronics Systems & Products (£100m t/o - 12 staff)

9/80 - 1/83

Divisional Contracts Manager - Military Data Division (£30m t/o - 5 staff)

1/78 - 9/80

Pilkington P E (Electro-optics) - Chief Contracts Manager (£25m t/o - 2 staff)

1976 - 1978

Arabian Gulf Services (Trading/Export group) - Purchasing Manager (£4m t/o - 6 staff)

1975 - 1976

Self-Employed (Village general store) - t/o up 40% - sold for 2½ times purchase price

1974 - 1975

British Aircraft Corporation (Missile systems) - Contracts Negotiator (£30m contract)

1971 - 1974

Wiggins Teape (Paper mill capital projects) - Purchasing Officer (£4m budget)

1969 - 1971

Musician (Major London dance band)

1968 - 1969

Significant Training:

Prince2 Practitioner (Ref P2R/111784)

(Mindscope UK - 2005)

Global Leadership

(Keilty, Goldsmith & Co - 1995)

Oxford Strategic Leadership Programme

(Templeton College Oxford - 1990)

Other Information:

British citizen - 61 - born 20 Sept 1949 - internationally mobile - rusty French and Turkish