

Bradley de Souza

Profile Summary

A senior international executive, experienced at managing/delivering **change** in cross-functional, multi-national organisations.

- over **15** years delivery of **technology transformation** and **strategic planning**
- applied key skills to **new markets** and **new industries** in over **14** countries
- managed groups/departments of **500+** people and budgets of **€200m+**
- worked in a matrix, **international** environment and also operated as a consultant
- in-depth knowledge of technology and how to maximise it for **commercial gain/business improvement** across, but not limited to:

Telecommunications (Mobile & Fixed) - **Broadcasting & Media** (TV, Radio & Internet)
Publishing (Print & New Media) - **Financial services** (Banking, Venture Capital)
Casinos and Gaming (Online & Mobile)

Currently looking for permanent and interim roles

Employment

11/2010 – 03/2011 **Betfair** **London, UK**
[Consulting role/Fixed term]
Position held **CIO (acting/interim)**

Betfair is the world's largest online sports betting company, which raised **€1.85bn** in **October 2010**.

Brought in post-IPO to manage, develop and improve all Betfair's technology to deliver revenue growth and new market penetration.

Initially this involved data centre consolidation, departmental restructuring, and an extensive development plan. This was achieved whilst maintaining Betfair's high volume transaction environment, one of the largest in the world and also whilst entering new markets such as the **USA** and several other **European** countries.

Annual budget responsibility of €35m+

Department size: 160+

01/2009 – 07/2010 **Telecom New Zealand** **New Zealand**
Position held **General Manager, Technology Operations**

Responsible for managing all of Telecom New Zealand's technology operations in **New Zealand** and **Australia**. This included **2** Mobile National Networks (**CDMA & 3G**), the National Telephony Network/PSTN (NEC NEAX), all fixed line (fibre and copper) and all IT/IS/OSS/BSS systems (billing, provisioning, email, SAP ERP, Siebel CRM, corporate desktop, etc.). Listed externally as the de facto **CIO** for the company.

Additionally responsible for **capital investment** strategy/planning/management in the operations domain and managing large outsource partners including HP/EDS, Alcatel-Lucent, Oracle, and Infosys.

Delivered **€30m+** operational expense savings through various cost-out initiatives including development and execution of advanced operating lifecycle strategies.

Delivered **€10m+** capital expense savings through a Test Centre of Excellence programme and additional operating performance improvements via projects such as; intensive virtualisation across hardware and software platforms, database consolidation, outsourcing (off-shoring, near-shoring and best-shoring).

Budgets, targets and issues were handled by implementing a dedicated programme of **stakeholder management** across the management team, department, senior executives and partners.

Annual budget responsibility of €200m+

Department size: 500+

Contact details

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Nationality: **British citizen**

Employment Summary

11/2010 – 03/2011 Betfair
01/2009 – 07/2010 Telecom New Zealand
07/2006 – 09/2007 Computer Associates
06/2000 – 07/2003 Genie/BT/O2
05/1999 – 06/2000 BBC
10/1997 – 05/1999 Reed Elsevier
08/1994 – 10/1997 Financial Times
From 1988 - 1992 Diplomat corps. of various UK embassies

Non-Executive/Advisory Employment Summary

01/2007 – 01/2009 Red-M (an Apax Venture)
CEO Advisor London, UK
09/2004 – 10/2005 Liberty Europe
Board Advisor London, UK
01/2004 – 01/2005 Qpass
Board Advisor Seattle, USA
07/2003 – 07/2006 SeaPoint Ventures
Advisory Board Seattle, USA

Professional Memberships

The Institution of Engineering and Technology
Member with post-nominal **MIET**

The Chartered Institute of Linguists
Associate Member with post-nominal **AIL**

Technology Summary

Extensive experience with all types of technology and software, especially large scale utility/telecoms grade (**99.99%** & **24x7x365** availability), across multiple industries and countries.

Education & Qualifications

1990 - 1994 Queen Mary & Westfield college, the University of London, UK

BA (Hon's) Economics & Hispanic Studies

1988 - 1990 The Chartered Institute of Linguists, London, UK

Advanced Spanish (Examination in Languages for international Communication)

1984 - 1990 Finchley Catholic High School for boys, London, UK

Other Skills

Bilingual **English** (mother tongue) and **Spanish**

International Experience

Australia France
Germany Holland
Hong Kong Ireland
Italy Japan
Malaysia New Zealand
Singapore South Korea
Spain U.S.A

07/2006 – 09/2007 **Computer Associates** **London, UK**
[Consulting role/Fixed term]
Position held **Industry Development Director**

Responsible for developing and executing a vertical business development strategy in the Communications, Media and Entertainment sectors (CME). The goal was to create and deliver a significant double-digit million euro pipeline from virtually zero, whilst also establishing Computer Associates as a leading vendor in the CME sector.

Additionally responsible for developing and raising CA's industry profile with thought-leadership, networking with C-level peers, extensive media/PR activity and public speaking.

P&L responsibility including Revenues for 2006/7 of €10m+

Matrix Team size: 6

2003 – 2009 **Non-Executive/Advisory roles (see summary & pg2)**

06/2000 – 07/2003 **O2 (formerly British Telecom) London, UK**
[Founder status]
Last position held **Vice President, Source O2**

Rebuilt the entire developer programme for mobile content, implementing commercial, financial & IT processes whilst simultaneously re-branding the business as Source O2 (now known as O2 Litmus).

During this period, user numbers grew from **250** to over **16,500** registered developers in less than **18 months**, the largest of its kind in Europe at the time.

Enhanced Source O2 further by creating Revolution, O2's own **i-Mode** style mobile application service. Revolution, a large-scale delivery platform for mobile content, was available to all UK customers including non-O2 networks. This was the first cross-network service of its kind, competing directly with Vodafone Live as was.

As a direct result of these efforts, Source O2 became internationally recognised as the leading mobile software developer activity in Europe, and won several international awards.

P&L responsibility including Revenues for 2002/3 of €10m+

Team size: 6

Position held **Vice President, R&D Products O2**

Delivered successful short, medium and long-term strategies for device and infrastructure development, procurement and vendor management. This resulted in a new business, O2's X range. It generated revenues in excess of **€250m+** and accounted for **1m+** handset sales worldwide.

Developed and executed the technical strategy for mobile data services across **12** countries in **Europe** and **South-East Asia**. Areas included mobile devices/services; console gaming, interactive TV, **IPTV** and mobile internet.

Managed R&D relationships with **British Telecom, Nokia, Samsung, Sun Microsystems** and **Microsoft**.

Annual budget responsibility of €8m+

Team size: 4

Position held **Chief Technology Officer (Genie, an O2 Company)**

Recruited by the **CEO** to develop and build service delivery capability across **Europe** and **South-East Asia** (**12** countries), with a budget of **€60m+** and team of over **100**.

Successfully delivered **3** Global platforms in the **UK** and **Hong Kong**, with the **3rd** back-up platform in **Singapore**.

Developed and executed the technical strategy which included the use of **3rd** party gateways to access to mobile services in a timely/fuss-free fashion. This required close liaison with Genie Mobile (our own MVNO) to deliver new mobile services.

Annual budget responsibility of €60m+

Team size: 100+

Non-Executive/Advisory Employment

01/2007 - 01/2009 **CEO Advisor**
Red-M (an Apax venture) **London, UK**

Responsible for developing a new **corporate strategy** to rejuvenate company performance. Also responsible for **PR** and **Marketing**, to re-position and re-launch the business.

The goal was to turnaround the fortunes of the organisation by identifying new revenue streams, thereby increasing shareholder value and ultimately unlocking investors' tied-up capital.

07/2003 - 07/2006 **Advisory Board**
SeaPoint Ventures **Seattle, USA**

Responsible for advising SeaPoint on new technology and potential investments.

Also required to make recommendations on investments of **€2m+**. Additionally advise SeaPoint portfolio companies on strategic direction in the **USA, Europe** and **Asia**.

This resulted in **2** European acquisitions and has also attracted additional investment of **€30m+**.

09/2004 – 10/2005 **Board Advisor**
Liberty Europe **London, UK**

Responsible for developing the company's alternative 3G mobile network roadmap.

The goal was to deliver a **3G** style service using existing **802.x** wireless infrastructure and **GSM/CDMA**.

This led to a successful alliance with LastMile Communications / TIVIS Limited.

01/2004 – 01/2005 **Board Advisor**
Qpass **Seattle, USA**

Led the formulation of Qpass' European expansion strategy. Involved in international business development as well as mergers & acquisition strategy.

The expansion plan resulted in the acquisition of **2** European companies and a multi-million euro contract with **T-Mobile**.

Qpass was acquired by **Amdocs** for **€230m** in 2006.

05/1999 – 06/2000

BBC

London, UK

Position held

Head of Technology, BBC Online

Responsible for all technology, financial oversight and technical strategy at BBC Online. This involved working closely with the heads of TV, Radio and Central Government Communications to deliver the BBC's digital mandate.

Responsible for rationalising all internet infrastructures, which consisted of over **100**, interdependent, multi-vendor legacy systems in the **UK** and **USA**.

Given limited resources, the size of the technical challenges, it was innovation that enhanced events such as the **Solar Eclipse of 1999**; the **2000 Millennium**, and websites for award winning TV series' such as "**Walking with Dinosaurs**".

As a direct result of these efforts, page impressions grew by **50%**, system performance improved by **20%** (rationalisation a key factor). UK user penetration grew from **10%** to **25%** (purely as a function of improved usability/accessibility). Numerous accolades were won for the websites and applications delivered.

Annual budget responsibility of €30m+

Team size: 30+

Some significant achievements

Radio Online: Delivered the BBC Radio Online service. This required extensive liaison between BBC Radio and BBC Legal in order to meet the limitations imposed by the Music industry, (the **BPI** and the **RIAA**). The project was so successful that take-up of the BBC's Online radio services increased beyond expectation, especially in international markets not previously targeted.

Millennium Compliancy: Responsible for ensuring that BBC Online was fully Y2K compliant across the board. The British Government awarded these efforts with the highest Government rating for Y2K readiness. As a result, BBC Online was classified as the 3rd Voice of Government, after Radio & TV. The classification still stands.

1988 – 1999: Held various positions including Programme Management and Product Management roles within large European multi-national companies.

Training Details

Management Training

Crisis management
Media and Press training refresher for CA
Brand Management
Change Management
Virtual Teams Management
Situational Leadership
Media and Press training for O2 IPO listing
Media and Press training for BBC Radio and TV
Effective Product Management
First-in-line Executive Management
Project Management using CASE
Stock Market Training
Advanced Financial Markets
Advanced Presentation Techniques
Advanced Management Report Writing

Technical Training

Advanced network security and forensics
Advanced Internet Networking
Microsoft Advanced Server
Microsoft Commerce Server
Microsoft Content Management Server
Oracle WebLogic, deploying J2EE
UML & OO Analysis and Design
WebObjects 4 management & development
Advanced Microsoft Project
Advanced SQL Server
Microsoft Enterprise management
Microsoft Solutions Framework
NetGravity Ad Management