

## Personal Information

Name: David J. Leeson  
Qualifications: BEng (Hons) [2.1] – Electronic & Electrical Engineering  
Company: Carvel Solutions Ltd. (<http://www.carvelsolutions.com>)  
Date of Birth: 17<sup>th</sup> May 1967, 40 years  
Nationality: British  
Email Address: [djl@carvelsolutions.com](mailto:djl@carvelsolutions.com)  
Web Site: [www.carvelsolutions.com](http://www.carvelsolutions.com)  
Telephone (day): (016973) 61173  
Mobile: 0771 468 0385

## Key Achievements

David is a particularly effective enterprise solution architect and IT strategist, who has not only traversed business and technical issues, but has operated at all levels from Board level to programmer level. His powers of communication and persuasion, and his ability to adapt to organisational cultures have enabled David to achieve some major successes.

- At Platform (part of the Britannia group), mentored the team and established a complete enterprise architecture along with processes for publishing, managing and maintaining it. Also established a more customer-oriented approach to product development and delivery and IS service provision to the business thereby establishing a new IS/IT strategy.
- At Scottish Enterprise, became the subject matter expert for developing new business and technical strategies, and developing world-leading concepts for service-based organisational structures and processes. Also established a technical assurance role and helped developed a new programme and project delivery process based on OGC Gateway.
- At PriceWaterhouseCoopers, developed unique and leading-edge business and enterprise architecture frameworks and descriptions, which have been used for producing a world-leading global enterprise architecture description.
- At Powergen/E.ON, developed innovative techniques and best-practice approaches to enterprise IT strategy and portfolio development, and enterprise application and data integration.
- At Norwich Union, established and implemented an effective assurance process within a world-first Pay-As-You-Drive™ vehicle insurance system, and consolidated concepts for introducing an advanced business and technical service management solution strategy for subsequent development projects.
- At Southampton City Council, developed leading security solutions for major IT programmes, one winning the Computer Weekly award for Public Service innovative solutions (as part of the "PathFinder" programme).
- At GCHQ, developed visions, produced architectures for, and assured detailed designs of various leading intelligence solutions, in particular for all the networking in the new building ("the doughnut"), and for developing an enterprise architecture framework based on DoDAF.
- At LogicaCMG, succeeded in deploying effective customer care and billing systems to market-leading GSM operators.
- At Cisco, established a world-class approach to very large-scale business support (BSS) and operator service systems (OSS), and becoming a world expert in service management.

## Recent Career History

### **Platform Home Loans (Nov 06 to July 07): IS/IT Strategy Consultant**

Working in the IT Department as an IS/IT Strategy Consultant involved in a full review of strategy, technologies, business processes, and enterprise solution designs.

- Trained and mentored a newly appointed IT Architecture Manager in enterprise architecture methods and practices.
- Developed the Terms of Reference for the newly formed team.
- Involved in strategic discussions for changes in business practices and roles.

- Developed an enterprise level model of all capability and IT system components.
- Produced mock-ups, and component designs for new web services and a workflow solution being developed in .Net technologies.
- Recovered business confidence in the IT department by holding a series of workshops with the business.
- Assisted the IT Director and other managers to decide upon an IT strategy for the next three years, providing options together with plans and outline costs for moving forward.
- Established a more customer-oriented approach to IT service delivery and internal product and solution development. Created the IT product and service portfolio and roadmap.
- Developed an IT Portfolio management process, and won backing from the IT Director to utilise such methods for periodic investment decision processes.
- Member of the core team reviewing the three-year target operating model and strategic plan for business and technology strategies as a subject-matter expert in EA and ICT.
- Introduced and embedded a strategy for implementing a service-oriented architecture (SOA) utilising applications fronted with web services and connected to an enterprise service bus (ESB).
- Produced solution options for key enterprise business systems in Sales, Marketing, CRM, Mortgage Origination, and Enterprise Architecture management.

#### **Norwich Union (Aug 06 to Nov 06): Chief Non-Technical Architect**

Working on the Telematics programme for the pay-as-you-drive service as a “chief” non-functional architect, and reporting to the Technical Design Authority within the Chief Technology Office (CTO).

- Established concepts and best-practice designs and strategies for tactical and strategic end-to-end Telematics solutions, particularly the non-functionals or system qualities.
- Evangelised and promoted key non-functional and service management concerns to ensure reliable and secure operations, and service provision.
- Developed and implemented a successful programme-wide technical assurance and risk management process for objectively prioritising non-functional improvement activities.
- Produced a report and business case for investing in system and application monitoring and management capability for enterprise systems management.

#### **E.ON/Powergen (Apr 06 to Jul-06): IS Strategist**

Working for the Strategy and Architecture team within EON UK Wholesale as an IS Strategist for enterprise IT architecture development.

- Arranged and coordinated IT management review teams to assess application portfolio performance for aiding strategic application development prioritisation and budget planning.
- Helped develop an advanced portfolio management process, toolset and McFarlane matrix-based reporting mechanism.
- Developed an EAI strategy for data integration, and scope strategies for establishing an enterprise service bus, including advising how to avoid common mistakes.

#### **Scottish Enterprise (Apr 05 to Mar 06): Enterprise Architect**

Initially working for the IT Architecture team, and then promoted as a subject-matter expert to a special business change programme for a corporate reorganisation exercise.

- Established a technical architecture reference model, and process for assuring technical designs and architecture compliance.
- Developed and promoted a new IT programme and project method for package-based solution development and delivery to make the standard processes work more effectively.
- Framed and developed an enterprise architecture and alignment of business and technical concerns using a hybrid of the Gartner, Zachman, TOGAF, and OGC architecture frameworks.
- Developed world-leading concepts in business service delivery and related organisational designs, particularly for product and service development, and multi-channel marketing and sales that can significantly improve business efficiency.

- Presented recommendations for organisational design for corporate reorganisation, and business change management strategies.
- Assisted in the design and establishment of a new business change management team.

### **TripleArc PLC (Aug 04 to Apr 05): Principal Solution Architect**

Working to the Director of Technology, later becoming Managing Director, engaged as a Principal designer.

- Performed a detailed review of their IT portfolio and mapped the solutions against business requirements and strategies for Print Management services.
- Developed and proposed concepts and high-level designs for a second-generation unique web-based multi-channel, multi-media management system for customer and supplier management that received much attention from TripleArc partners.
- Prepared programme and project plans with cost estimates, timescales, and options for phased development, including a full Invitation to Tender (ITT) and selection process.
- Established framework contracts, policies, standards and processes for managing partnering suppliers for providing on and offshore development.

### **Royal Bank of Scotland Group (Dec 04 to Mar 05): EAF Consultant**

Working to a Senior Business Architect, engaged as an enterprise architecture framework consultant.

- Presented a range of enterprise architecture frameworks, including own-developed version that was eventually adopted for use within RBSG, based on TOGAF and OGC.
- Helped communicate the benefits of architecture frameworks for introducing advanced analysis and design techniques for business and technical architectures.
- Developed an overall approach to establishing standard processes for marketing, campaign and sales management, and order processing across all brands within RBSG.

### **PriceWaterhouseCoopers, Global Service (Apr 04 to Oct 04): EA Consultant**

Working to the Director of Global Architecture engaged as a principal consultant.

- Provided advice and mentoring on enterprise architecture frameworks, and best-practice approaches for business and IT alignment, and created a high-level framework based on Zachman and TOGAF.
- Produced examples of business architecture descriptions that helped with the concurrent development of technical architectures for adopting an enterprise information model and a service-oriented integration framework.
- Helped shape and review the technical architecture description, and in particular the Technical Reference Model (TRM) for technical standards management.
- Mentored senior architects in various enterprise themes including legal compliance (in particular the impact of Sarbanes-Oxley), security, and technical compliance.

## **Other Career History**

**AQA** (Jan 04 to Mar 04): Senior IT Consultant

**GCHQ** (Mar 02 to Dec 03): Senior IT Solution Designer and Consultant

**Southampton City Council** (Nov 01 to Mar 02): IT Solution Consultant

**Minimaster** (May 01 to Oct 01): Business and IT Solution Designer

**Alison Associates** (Oct 2000 to Apr 01): Principal IT Architect

**Infonitum** (Mar 00 to Oct 00): Solution Designer and Developer

**Cisco Systems, EMEA** (Sep 98 to Mar 00): Senior Solution Architect

**Intergraph UK** (Nov 97 to Aug 98): Senior Systems Engineer

**Unisys NZ for ACC** (Aug 96 to Mar 97): Senior Solution Architect

**Logica BV, Rotterdam** (Mar 95 to May 96): Senior Systems Engineer

**BT Research Labs.** (Sep 89 to Mar 95): Systems Engineer

**Ferranti Computer Systems** (Sep 85 to Jun 89): Student Engineer

**AQA (Jan 04 to Mar 04): Senior IT Consultant**

Working to the Director of Development, and then to the Director of Operations, engaged as an IT solution consultant.

- Reviewed the new Oracle-based refresh of examination and results management systems in light of the new “continuous learning” education and qualifications policies.
- Made suggestions to improve the ability to deploy web-based solutions within an advanced application-hosting environment.
- Produced a new approach to the solution to accommodate more online processing as opposed to the traditional annual batch-processing paradigm.

**GCHQ (Mar 02 to Dec 03): Senior IT Solution Designer and Consultant**

Working initially to a Senior Technical Manager within the NG Programme, and then to the Assistant to the Technical Architect (equivalent to the CTO), and engaged as a technical architect and solution designer.

- Produced the architecture for, and reviewed the detailed design of the new networks for the new building (the Doughnut), and some of the key wide-area networks.
- Evaluated the defence-related architecture frameworks, and made recommendations for selecting and using DoDAF over TOGAF to create enterprise technical architecture descriptions.
- Helped frame and scope some of the business analysis to align with enterprise architecture concepts and integrating business and technical architectures.
- Developed and evangelised new solution concepts and paradigms for advanced intelligence gathering, processing, indexing, cross-referencing, and retention.

**Southampton City Council (Nov 01 to Mar 02): IT Solution Consultant**

Working to the Senior Technical Architect as an IT Consultant.

- Produced a leading design for e-voting that used smart cards and PKI technologies, gaining the backing of the Chief Election Officer.
- Produced enhancements to the postal voting solution to mitigate known security vulnerabilities, and improve data entry processes using bar codes.
- Designed and arranged the development of a pioneering PKI solution for the PathFinder programme, along with the integration of the smart-card technologies, establishing partnering relationships with Schlumberger and Entrust.
- Advised on solution options for a GIS-based tree and bin management system, and a planning and land management system to implement new UK Land Registry initiatives.

**Minimaster (May 01 to Oct 05): Business and IT Solution Designer**

Working with the business partners and engaged to develop a business management system.

- Implemented a vehicle job management system, integrated with an accounts receivable sub-system.
- Designed a supplier parts order and delivery management system, integrated with an accounts payable sub-system.
- Implemented a prototype portal, online catalogue, sales and ordering, and account management system for future e-commerce strategies.
- Designed an employee management system for tracking pay, holidays, tax and expenses.
- Implemented an integrated portfolio and stock management system for use with job management, on-line sales and dispatch, and supplier delivery.

**Alison Associates (Oct 2000 to Apr 01): Principal IT Architect**

Working to the Director of IT and the CEO, engaged as a principal IT architect and solution designer.

- Analysed and designed a new and unique web-based facility for sales and financial data entry for leading brand vehicle dealerships in national and international regions.

- Reviewed and redesigned the top-level concepts for on-line reporting, and moving away from the original batch processing systems to provide near real-time reporting.
- Revamped the design and development processes to accommodate new web-based technologies, and new approaches to software engineering incorporating rapid-application development (RAD).
- Developed and maintained plans, and managed teams designing, developing and delivering prototypes and production-quality online services.
- Revolutionised the company's approach to product and service development, marketing, and delivery to a feature-based approach to enable an incremental (and more manageable) delivery of new online services and subscription upgrades.

### **Infonitum (Mar 00 to Oct 00): Solution Designer and Developer**

Working to the Managing Director of this "dot-com", backed by Lord Levy, and engaged to provide an advanced and secure on-line document management and archiving solution.

- Designed and implemented the first UK-based on-line solution to incorporate PKI technologies with advanced large-scale multi-tier fibre-channel storage.
- Designed and implemented the network and system architecture, the distributed computing environment and services, and the main document management system.
- Designed and implemented the large-scale document scanning and indexing system, and online portal and document viewing facilities, which incorporated the use of advanced authentication and encryption, and image manipulation.
- Presented options and solutions for developing with more advanced indexing, searching and archive retrieval mechanisms.

### **Cisco Systems, EMEA (Sep 98 to Mar 00): Senior Solution Architect**

Working to the manager for network and service management for EMEA, engaged as a telecom specialist solution architect.

- Designed and implemented a CORBA-based network management solution for ATM and IP-based networks, and providing a migration path to MPLS.
- Established advanced concepts for a very large scale network management solution that was eagerly considered by many European Telecommunication companies, and helped to open up a £13billion market.
- Further developed the concept into a high-level design, which became the Cisco enterprise-grade element management system. This led to the £143 million purchase of Atlantech Systems.
- Worked with partnering system integration companies like Cap Gemini, KPMG, and PWC to set up an eco-system of aligned integrators and network management product companies to deliver large-scale network management solutions.

### **Intergraph UK (Nov 97 to Aug 98): Senior Systems Engineer**

Working to the Development Manager, engaged as a systems engineer to design and develop GIS systems.

- Designed and implemented a large-scale concurrent processing system for migrating GIS-indexed information, reducing migration and cutover times to an absolute minimum.
- Designed and implemented a pioneering on-line property management system (Property Live) to use GIS-based information and presentation mechanisms using the GeoMedia WebMap product, which initiated a wave of copy sites.
- Designed and implemented the first GIS-based kiosk system for Newham Council for illustrating the location of key points of interest in the district and surrounding area using GIS technologies based on WebMap.

### **Unisys NZ for ACC (Aug 96 to Mar 97): Senior Solution Architect**

Working to the assistant Director of IT (ACC) to design and implement a new medical case management system.

- Developed and prototyped a pioneering distributed solution for national medical work case management using concepts similar to, but predating CORBA.

- Won an award for the design and selection of a large-scale database and middleware for the core ACC strategy.
- Provided database design consultancy for the Land Registry office in Sydney for a land planning system for the Sydney Olympics.

**Logica BV, Rotterdam (Mar 95 to May 96): Senior Systems Engineer**

Worked on various projects for innovative distributed systems:

- Customised and deployed GSM mobile customer care and billing systems (based on BSCS) around the globe (including Switzerland, and Australia).

**BT Research Labs. (Sep 89 to Mar 95): Systems Engineer**

Worked on various research projects in network protocol design, and network management systems.

- Pioneer for a number of link-layer protocol designs, which were turned into CCITT proposals and forerunners for T.30bis, V.40 and V.42.
- Developed early concepts for network management based on natural patterns including ant trails, and bee navigation.
- Developed and deployed advanced network fault monitoring and logging systems for international network management (under the Concert programme).

**Ferranti Computer Systems (Sep 85 to Jun 89): Student Engineer**

Sponsored by Ferranti to do a thin-sandwich degree course. Six months spent each year working at Ferranti (the other six months at University) as part of a student apprentice programme.

- Developed a much-used PC-Argus file transfer system, a department-wide time recording and reporting system, implementing it in Turbo Pascal and developing RS232 driver software libraries. Looking at developing new protocols for the AFTN solutions.
- Developed a PCB assembly process management system, customising Symphony and setting up sophisticated spreadsheets.
- Built and tested Ferranti-PCs, developing testing scripts and understanding how to configure DOS and various device drivers.

## Key Skill Areas

- **Strategy Development:** vision development, objective setting, principle and policy development, KPI design.
- **Customer-Facing Aspects:** marketing analysis, product and service design, multi-channel campaign management, Customer Relationship Management (CRM), order processing, customer service and subscription management, contact management, reseller management, returns management, accounts receivable and debt management.
- **Supplier-Facing Aspects:** ITT/evaluation processes, umbrella contract development, delivery standards and policies, Supplier Relationship Management (SRM), order and delivery tracking, returns management, accounts payable and payment tracking.
- **Internal Aspects:** financial management, bank reconciliation, treasury and cash management, asset management, stock control, budgeting and planning, programme and project management, enterprise resource planning and management (ERP/ERM), human resource management and planning, taxation and other legislation.
- **IS Delivery Aspects:** business intelligence (reporting and analytics), service management, help-desk facilities, enterprise system monitoring and control, development and delivery processes and tools, technical programme and project management, portfolio management, data and information modelling, knowledge management, infrastructure design, hosting facility design, security management, legal and regulation compliance.
- **IT Development:** e-Commerce, web-based systems, distributed computing, structured software engineering, n-tier systems, information modelling, relational and object database design, object-oriented analysis and design, structured testing, deployment management, systems monitoring and management.

## Key Knowledge

- **Programme and Project Management Methods:** Prince2, OGC Managing Successful Programmes (MSP), Rational Unified Process (RUP).
- **CRM and ERM/ERP Solutions:** Siebel, PeopleSoft, Oracle Financials, Oracle Fusion, SAP ERP, Microsoft Dynamics, Sugar CRM.
- **HRM Solutions:** PeopleSoft, Spring, PAYE/NIC, SSP, Employment Law, Health and Safety, Racial and Religious discrimination.
- **Supply Chain Management:** products/services, catalogue, quotes, orders, stock/inventory, dispatch/delivery, barcodes, RFID, customer feedback.
- **Enterprise Application Integration:** data integration, warehousing, ETL, application integration, web services and service-oriented architectures (SOA), enterprise service buses (ESB), migration strategies.
- **Financial Management Systems:** general ledgers, ledger alignment, transaction integrity, purchasing, invoicing, debt management, bank/cash reconciliation, trial balances, taxation.
- **Systems Management and Control:** fault management, configuration management, accounting, performance management, security management.
- **Security Management:** user identification, resource identification, access control mechanisms and authorisation, security monitoring, and alerting, intrusion detection, anti-virus/spyware, firewalls, formal methods (BS7799)
- **Information and Records Management:** policies, rules, cataloguing, indexing, storage, retrieval, pruning, archiving, review/removal, regulations including data protection, freedom of information and records management best practices.
- **Design Methods:** OOA/D, UML2, Data Design, UI Design, Use Cases, Sequences, State Transitions, Class and Object modelling.
- **Software Development:** Java/J2EE, EJB3, Web Services, VB, .Net/C#, SQL, Perl, Shell Scripting, HTML, Javascript VBScript, ASP/.Net, Servlet/JSP, (N)Hibernate, (N)ANT, JUnit/Nunit, XML, DTD/XSS, XSLT, WSDL, SOAP.
- **Networking,** LANs, WANs, VPNs, VoIP, SIP, H.323, IP, MPLS, network management, network design, protocol configuration, unified messaging.