Patrick Bossert

Patrick is global Director of Market Strategy at Convergys Corp.

With over fifteen years of experience in the communications industry Patrick has a superb track record in business management and venturing, communications electronic engineering and professional advisory services. He is currently responsible for shaping and executing a business turn-around strategy for Convergys' $400m software and services division: directing strategic investment in product and solution portfolios, and developing regional go-to-market strategies.

Key Skills

Practice Development	Investment and product portfolio management for Convergys, across all global regions. Managed the Atos Origin UK Consulting, Integration and Managed Operations portfolio, accounting for over £300m revenue. Established Atos Origin's Transformational Outsourcing practice to boost Private Sector major deals pipeline by over £100m/year. Set up WSP's Technology Consulting business, growing it to a £20m/year practice in 24 months. Responsible for KPMG's UK e-Business and Telecoms Strategy consulting teams within the Telecoms and Media (ICE) practice.
Business Consulting	Experienced Business Consultant, with eight years experience of telecoms strategy management consulting with clients at board-level downward; facilitating decision-making and building the case for change within complex political environments. Main focus areas: delivery of momentum strategy, operational strategy and services portfolio strategy for external and internal clients.
Business Development	Strong marketing and channels focus. Experienced in developing industry and customer business issue insight to drive marketing and alliances lead generation activity, shaping account strategies and driving pre-sales business development. Execution focus has been on increasing market share in highly competitive markets and shaping high-value (>£100m) business transformation deals.
Thought Leadership	Effective communication and presentation skills, experienced in raising brand profile through media and events. Principal thought leader and spokesperson for KPMG's telecoms strategy consulting practice. Widely recognised as a thought leader in business strategy and media and telecoms industry restructuring. Experienced writer and editor of white papers, bid summaries and solution collateral to support strategic business development activities.

Career History

Convergys Corp	Director of Market Strategy	Responsible for business strategy, investment portfolio, IMG Division global	11/2007 - present
Atos Origin	Associate Partner	Director of Products and Services Strategy Head of Transformational Outsourcing	01/2006 – 11/2007 01/2004 – 01/2006
KPMG Consulting	Director	Responsible for business strategy advisory teams in Telecoms & Media sector (ICE)	10/2000 – 01/2004 (company bought by Atos Origin)
ci4net inc	CTO	CTO for $160m European development fund of ci4net inc, a US VC.	10/1999 – 10/2000
WSP Group plc	Director	Launched and ran a VC-funded corporate venture for WSP, a FTSE100 company. Included go-to-market strategy and execution to establish WSP's Hong Kong office and Asia Pac presence.	07/1997 – 10/1999
Central Data Control Ltd	Director, co-Founder	CTIO of high resilience IP-based security software products and services for law enforcement and banking markets.	03/1991 – 07/1997

Background

Personal	Date of Birth	07 March 1968	Aged 41
	Place of Birth	London	England
	Nationality	British, Swiss	(dual national)
	Married, with three children aged 15, 12 and 9.		
Qualifications	BEng (HONS)	Electronic Engineering	Upper 2nd
Education	University of York, N.Yorks, England		1987 – 1990
	St Paul's School, Barnes, London		1984 – 1986
Contact	30 Sidney Road, Walton-on-Thames, Surrey, KT12 2LZ		+44 (0)7831 541 521

Patrick's career history differentiates him from the majority of his peers in the management consulting industry.

Before his work in advisory services he managed and grew a number of successful business ventures: an independent start-up, a corporate venture, a digital media and communications venture capital portfolio and a variety of business units for blue-chip operations.

His understanding of macro-economics and the forces for change in the media and communications industries gives him a unique level of insight into the business problems and challenges faced by client organisations. This insight has, for example, enabled him to shape the transformation of Convergys' solutions portfolio, develop Atos Origin's end-to-end services portfolio, raise KPMG's media profile and identify the drivers for success underpinning several major business deals. His insight has also played a crucial role in helping both external and internal business leadership formulate and articulate a coherent and rational vision to gain the support of their organisations and external influencers in bringing about change.

Patrick's core skillset lies in a combination of in-depth knowledge of communications technology and business strategy consulting. He is a problem-solver at heart, able to quickly analyse a business issue using deep sector content knowledge. His consulting experience is evenly divided between client-facing business development, strategy advisory delivery for external clients and internal practice and business development work of a strategic nature.

Patrick's rare talents as a skilled marketer, thought leader and effective business evangelist brings an added dimension to his ability to deliver success in any practice development role, and to motivate a wide circle of clients and colleagues to share in that success.

After spending over fifteen years in senior consulting and management roles in telecoms-related industries, Patrick's current aspiration is to actively participate at executive level in the management and growth of a telecoms and media service provider; drawing on his broad range of strategic consulting experience and technical knowledge to position, promote and successfully grow a differentiated business.

Patrick's personal achievements include patenting a Temporal Filter device which became a feature exhibit in the Science Museum, London, and authoring the global best-selling book of 1981 "You Can do the Cube" – his solution to the Rubik Cube – at the age of 12.

For fun and relaxation he reads industry newswires, enjoys downhill skiing, sails in the Mediterranean, plays guitar, and participates in the development of his children's Primary School as a Governor and Chairman of the Curriculum Committee.

Resumé

Portfolio Strategy:

- *Convergys Corp, Software and Services division (ongoing).* Market-follower to market-Leader business turnaround designed to focus investment on aligning product and service set to future market needs as telecoms and media markets begin to restructure in EMEA, LATAM and APAC; responsible for directing investment funding, developing regional business strategy, M&A evaluation and driving business development where executive-level relationship management and strategic insight is required.
- *Atos Origin UK.* Ran the Portfolio Strategy and Business Planning function in close alignment with the corporate Marketing department to rationalise over 700 disparate consulting, integration and outsourcing capabilities into a portfolio of 65 end-to-end business solutions. Reversed the steady decline in Atos Origin's services sales to deliver 6% growth on £300m in first full year.

Aspirational ('blue-sky') Strategy examples:

- *Littlewoods Leisure Interactive Services.* Led the strategy workstream of five consultants to look at channel strategy options for Littlewoods in the face of their faltering lottery business. Resulted in design of iDTV launch programme, new product portfolio, and subsequent interactive services launch. This work laid the foundation for a successful multi-channel business growth strategy.
- *Major Global Mobile Service Provider* . Worked on a sole assignment with the Director of Strategy to facilitate content strategy for service provision, as a precursor to the design and development of a next-generation service launch in the UK. Resulted in major re-focus of existing operation, asset divestment, and subsequent promotion of the UK-operating company strategy director to a more senior, globally focused, role.
- *Reed Elsevier.* Led the visioning and opportunity generation exercise that resulted in Reed Elsevier's diversification into the online job advertising market through the creation of the TotalJobs.com job portal. Totaljobs.com is, five years on, one of the most successful employment search portals in the market, supported by a healthy stream of online advertising revenue.

Operational ('how do we execute…?') Strategy examples:

- *Major UK Fixed-Line Telecoms Provider* . Worked with the Director of Strategy to facilitate process and content for board-level strategic decision-making regarding a portfolio of major stratgic investments. Resulted in board consensus on short and mid-term strategy, and a future scenario framework against which business plans could be baselined to test their robustness.
- *Terra Networks.* Conducted a six-week strategy assignment to examine the main areas of business in Terra, identify, define, evaluate and prioritise e-business initiatives and opportunities based on innovation and high positive impact on the company. Resulted in reduced-size re-balanced internal investment portfolio with much greater emphasis on front-office and customer-related activities.
- *UK Mobile Service Provider.* Supported initial scoping and business case for data warehousing programme through strategic analysis of initiative as a value-creating enabler for the retail business. Despite operating on a smaller-scale basis than its peers, this company is now one of the world's most successful mobile operators at segmenting and targeting specific markets.
- *Carlton/Granada merger.* Supported pre-merger synergy evaluation programme providing strategic and business modelling input. The post-merger programme delivered against the business model and in many areas far exceeded client expectations.
- *Swiss cable operator.* Supported the business transformation workstream as one of a core team of four to facilitate the change from a technology product-led business to a service-led business. The introduction of triple-play services was used as a catalyst to break down the federated model. Responsible for facilitating board-level workshops and find ways of addressing the many political and emotional roadblocks. Ability to speak Swiss-German helped build rapport with the client.
- *Japanese Global Electronics Distributor.* Responsible for strategy assignment to develop initial business case for mobile deployment strategy for field engineering workforce. End solution was subsequently rolled out to field service force on a pan-European basis.
- *Major UK Fixed-Line Telecoms Provider.* Sole assignment to develop framework to determine core/non-core business activity to establish job families and intellectual capital requirements for redeploying resources on a global-sourcing basis.
- *Major European Electronics and PC Manufacturer.* UK lead for strategy workstream of IT initiative portfolio realignment. Process included Strategic Visioning, Issues Identification, Opportunity Identification, IT Portfolio Realignment, Portfolio Prioritisation. Resulted in rationalisation of 800+ investment initiatives to less than 250, with a strongly positive EVA from the investment in IT.

Momentum ('how do we enter/grow this market…?') Strategy examples:

- *bbned.* Start-up DSL telecoms service provider, launched in 2001 to offer the best value for money for customers in the Dutch business market. As part of a team of six developed the cost model used to underpin the pricing and launch strategy. Bbned is currently #2 by revenue in the DSL market, seriously challenging the market leader KPN.
- *SUN UK.* Led two week telecoms market evaluation to segment the telecoms and media marketplaces, identify key business issues and drivers for each, and relate them back to Sun products and services. This influenced Sun UK's sales strategy and enabled them to move to a greater degree of issues-led marketing and sales.
- *DTI Digital Content Publishing Unit.* Led feasibility study for the acceleration of the UK broadband content industry, working with top-level potential stakeholders from across the political and digital media spectrum. The recommendations made by the report have catalysed action and investment in several UK Regions, and raised the quality of debate regarding the drivers and barriers to growth for a productive and competitive UK-led broadband content industry.

Thought Leadership and Media Work:

- *Thought leader regarding drivers for change in the telcoms market and private-sector outsourcing industry*
- *Represented KPMG Consulting in CBI, DTI and BSG, with attributed input to Government policy and key publications*
- *Principal PR and media spokesperson for KPMG, Convergys in telecoms sector (see next page)*

Conference Speaking / Briefings:

MWC Barcelona, “The Retail Imperative for Telcos”
Telco2.0 Panel, 3GSM Barcelona, “2-sided business model for retail Telcos”
Telco2.0 Conference, London, “Transforming the Telco Customer Experience”
Convergys/Telco2.0 StPaul’s Briefing, “The Retail Imperative for Telcos”
FT Telecoms Round-Table, Chair, “Scale or Scope?”
FT Emerging Markets Conference, “After hypergrowth, what challenge lies ahead?”
EWT Enterprise Wireless Technology Speaker - "Who will Mobilise the Enterprise?"
EWT Enterprise Wireless Technology Chair for Mobile Strategy panel session
3gea Annual conference, speaker on Mobilising the Enterprise
Smart Comms Forum, Mobile Data Services
CBI e-Business group, communications and media working group
CBI Working Lunch – speaker, "Stimulating Broadband Content in the UK",
Broadband Stakeholder Group – panellist for ‘Content Matters’
BCE 20002, Mobile Enterprise– speaker for ‘Who will Mobilise the Enterprise?’
Enterprise Wireless conference, panel participation,
Broadband Communications Europe show speaker and panellist
M&A Dinner - journalist briefing & networking evening
Oracle Sales team briefing on future of Telecoms industry
Panellist at DCS issues workshop at Broadband Britain conference
Speaker at Orange Wirefree Seminar series
LastMile Europe conference speaker
KPMG Strategy Directors forums #3, 4, 5 and 6 planning and execution.

Papers / Articles / Thought Leadership:

Paper: “From Telecoms to Retail – the new Imperative for Operators”
Paper: “Mobile Enterprise - The Opportunity for Managed Operations Providers”
Report: “DTI Feasibility Study into Pilots to Stimulate the UK Broadband Content Industry"
Paper: “Mobilising the Enterprise – a future role for Service Providers”
Paper: "Building Brands with Interactive TV"
Paper: “Digital Media Service Provision – a model for change”
Paper: “New World Economics for New World Telcos - a model for change”
Article: “The mobile challenge” KPMG
Article: “Location Based Services” KPMG
Article: “Broadband futures” KPMG
Article: “iDTV futures” KPMG
Report: Contributed to the CBI 2002 Report ‘Reality Bites’ on e-Business in the UK
Report: Edited CBI 2001 Annual Report ‘The Silent Revolution’ on e-Business in the UK

These papers have since been extensively quoted, or provided leader articles for the Financial Times, 'Next Generation Telecoms, MCA, Computer Weekly, New Media Age, Informa Media and Spectra magazine. They have also been used to demonstrate our thought leadership to customers through in-house publications and magazines.

Directly Attributed Media Coverage:

Total Telecom – by-line article: Network Operators: telco as a retailer – reach 100,000
Reuters UK, Nokia Music Bundle gets more operator backing – reach 500,000
Mobile Enterprise Analyst, Freemove Alliance commentary – reach 24,000
The Guardian (Life), Symbian of the Front Foot commentary – reach 235,000
Mobile Enterprise Analyst, Enterprise Deployments become Strategic – reach 24,000
FT, Security and the Mobile Worker – reach 465,000
British Satellite News, Latest in Wireless Technology - reach 1,300,000
Mobile Media, Cellcos don't understand the Enterprise Market – reach 15,000
3G Mobile, Business Analysis – challenge for operators – reach 17,000
Total Telecom, Workers Take to the Streets – reach 35,000
BBC News, Broadband at the Price of Dial-up – rreach 2,450,000
Mobile Comms International – Business as Usual / Enterprise Mobility, reach 28,039
Financial Times, FTIT Review, Mobilising the Enterprise –reach 450,000
FT.com, Mobile operators and Business users are on different Planets – Reach 150,000
Week in Wireless, Enterprise risk – mobile working – Reach 34,000
Informa Media Telecoms – O2, the Second Coming – Read 34,000
Zero Downtime, No Strings - reach 18,000
A Week in Wireless, mm02 withdrawal from Dutch market- reach 32,000
Mobile Comms International, Look no Hands, rea\ch 28,000
Communications Week International, Operators up the Ante, reach 30,000
Spectra, Building brands with iDTV, Reach 15,000
Financial Times, Getting the Message Across – reach 462,000
Financial Times, Shoppers face a wait to ring up the till, reach 465,000
Financial Times, Mobile telemetry – reach 470,000
Times Business Section, Wireless Lans - reach 385,000
Financial Times, Message in a Bottleneck, reach 462,000
Telecoms International, Location based services, reach 9,500
Communications International, mobile vs domestic phones, reach 28,000
Computer Weekly, Telco strategy choices, reach 133,000
BBC Newsnight, Future for 3G in Europe, reach 1,800,000
The Director, m-commerce, reach 51,000
Financial Times Creative Media, MMS Phones - reach 462,000
Silicon.com, WiFi futures, reach 485,087
New Media Age, iDTV in Europe, reach 22,058
Financial Times, Online Publishing Futures, reach 462,090
Communications International, PPP and MANs, reach 28,048
The Guardian, New Media People, reach 393,385
Communications International - mobile voice revenues. reach: 28,000
Evening Standard, Jan 02, Brand channels and iDTV, reach 180,000
CNBC Market Close - interview on 3G data revenue futures - Brand reach: 520,000
Broadcast Magazine, Video on demand over DSL futures, reach 180,000
CNN all-day News Feature - Nokia launch and 3G revenues - Brand reach: 2,300,000
ColocationNework, ASP business models, Reach 8,900
CNN, Telecoms Industry restructuring, reach 1,900,000
IRN all-day News Feature - SMS figures and futures - Brand reach: 27,000,000
BBC World Service, broadcasting industry challenges, reach 13,000,000
Computer Weekly, e-Business Awards, Reach 140,000
CNBC, Telecoms industry challenges, reach 420,000
Communicate, Location Based Services, reach 11,500
Financial Times, Picture Messaging, reach 462,090
Computer Weekly, Special Report: Splitting NetCo and ServCo, reach 380,000
Radio 5, Financial World Tonight, Bonfield Resigns, reach 1,200,000
The Times, Broadband Britain, reach 723, 920
The Times, E-commerce Realities, reach 723,928
Finance Week, Business Models for Online Publishing
The Banker, Brand channels on iDTV

High-Profile Television Interviews:

Newsnight: 3G Services Future

CNN: Telecoms Industry Restructuring

CBNC: Fixed-line Operator Challenges

Newsnight: BT Equivalence Value Creation Debate