

ANDREWS SAM

Growth Catalyst | Turnaround Specialist | Technology Evangelist

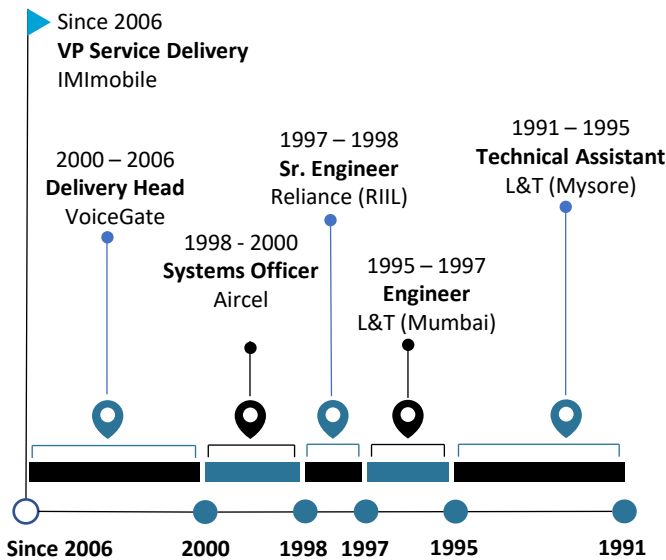


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Executive Summary

- 3 decades of experience overseeing business operations, expansions, streamlining of processes and introducing strategically designed technical and service delivery solutions, has given me the leverage as a recognized leader, technology consultant and business optimization specialist.
- A driven individual, comfortable in handling key accounts while exceeding service expectations.
- Outstanding track record of understanding, defining and shaping my client's needs, pinpointing pain areas and promoting best practices, with an inherent expertise in consulting for long term and short-term projects.
- Expertise in providing tactical inputs to support the development of business and technology road maps while holding close ownership of budget and total spends.
- Proven technical & thought leadership in introducing and implementing best practices / solutions, identifying minute escalations and process implications inclusive of IT spends and technological mishaps, that have over the years escalated rapidly.

Work Experience



Current Role Focus

- Within IMI mobile I serve as the key member of the senior leadership team, spearheading four individual verticals and processes, across Testing and Assurance (Since 2014), BI and MIS (Since 2016), NOC (Since 2010), Service Delivery and Project Management (Since 2006), Software Implementation and In-Life Technical Support (2006).
- Currently I head a team of 170+ highly efficient professionals.

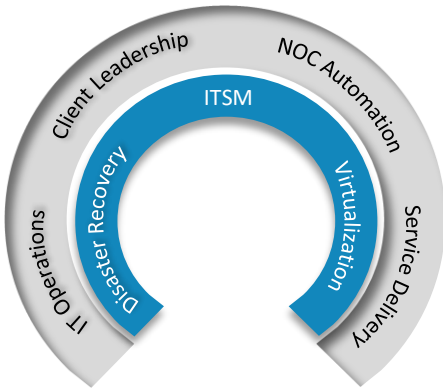
Process Ownership:

- Since 2006 heads Service Delivery and in life support
- Since 2010 spearheads the establishment of effective NOC's.
- Since 2014 heads Testing and Assurance.
- Since 2016 holds a close account of MIS, BI & Revenue Assurance.
- Ownership towards ensuring quality assurance in-line with ISO 9001, 20000 and 27001 and PCI DSS.

Global Remits



Signature Skills



Achievements

VoiceGate Technologies Pvt.Ltd

- Technical and delivery head for VoiceGate Products
- Setting up distribution dealer network for India

Aircel Limited

- Project implementation and in life support for Information Service (IS).
- Planning and implementation of regional offices for Coimbatore, Salem, Madurai and Trichy.

Reliance (RIIL)

- Project implementation of communication and IT infrastructure
- In life support for communication network

L&T

- Office automation, Voice Mail, PBX deployment and support.
- Technical enablement for channel partners
- L&T Production support for rural telecom exchange.
- DOT interface for product QA clearance
- Core member for ISO 9001 implementation

Significant Contributions

IMImobile – VP Service Delivery

Problem Statement YR 2014

Poor performance from testing as a team due to inadequate capacity and not having best practices.

Key Solution:

- Held ownership towards revamping and establishing a strong testing team within the scope of a Senior Manager. Established simple yet effective principles like “what you see should be working”, repository of test cases for frequently used modules.
- Implemented mandatory self-assessment and satisfaction with respect to test exit, aiding in a complete requirement / product understanding.
- Introduced ISTQB training across all team members.
- Implemented test management and automation tools, successfully automated 75% of cases for 3 major cloud products serving globally major clients.
- Testing teams were equipped to successfully handle client UAT’s for major projects independently and confidently.
- Successfully deputed a testing resource on TAAS model (Testing As A Service).
- Test exit has been made mandatory for CAB (Change Advisory Board) clearance.

Problem Statement: YR 2014

Self - identified improvement in service delivery for African continent for a major telecom operator.

Key Solution:

- Extensively used the Pareto Analysis to identify the top 10 situations on hand creating a loss of revenue. Implemented strategically designed solutions to fine tune the existing application, and upgrading hardware resulting in a massive cost saving and increase in efficiency.
- Recorded 15% to 30% in revenue increment per month across countries for the region.

Problem Statement YR 2012

Scope for an increased revenue realization for a Telco in India

Key Solution:

- Increased bandwidth and optimized the existing database and application, recording a MoM increase in topline revenue of upto INR 10 Mn per month.

Problem Statement: YR 2010

A need to revamp and establish clear processes for a 24X7 support team (VNOC)

Key Solution:

- Established a brand - new department “VNOC” and implemented ITIL framework.
- Automated the complete ticketing process of all monitoring alerts globally, and deployed Tivoli incident and asset management tools in the year 2010.
- Over the years, migrated towards cloud-based service monitoring solutions, the dashboard to measure key KPIs.
- Introduced automated service / deployment specific escalation matrix, notification of SLA (Service Level Agreement) breach, escalation of no action incident tickets.
- Established Six Sigma qualified alerts and incident ticket reduction process with a fortnightly analysis and automation across the NOC echo system, with zero increase on resource overheads in spite of a 30% growth in business over 24 months.
- Maintained a 99.99% service uptime SLA across all deployments.

OTHER ACHIEVEMENTS – Established:

- Defect ratio, defect fix ratio, regression defect ratio related KPI to measure code quality.
- A dedicated security and load testing team within the testing function.
- Security safe application and OS version across all deployments – work in progress.
- A well-defined project handover template and is being reviewed yearly for any amendments as per the applicability.
- Induction of at least 25% freshers to manage BAU (business as usual) tasks there by effectively managing the cost to the company.
- Retention bonus for freshers, when they were hired in larger numbers.
- Continuous feedback from customers and reporting it to concern team for action.
- Virtualization of servers both on private and AWS Cloud.
- Disaster recovery and geo redundancy for certain key services.

Skills Portfolio

SERVICE DELIVERY & MANAGEMENT

- Shape company vision and strategic direction for technology. Supports vision definition, technology direction, strategy and requirements for the organization.
- Dispense technical advice, guidance, direction and authorization to carry out major plans and procedures.
- Work with operational business organizations to select and introduce new technologies, prioritize product development initiatives, maintain industry leadership, and expand customer base.
- Establish and coordinates responsibilities and procedures among subordinate organizations supporting all business units in technology matters.
- Specify new processes, and standards to support corporate strategies including the interpretation and application of broad policy guidelines.

CLIENT LEADERSHIP

- Demonstrate ability to communicate with and align senior stakeholders against a common goal.
- Plan, mobilize, and drive change for complex, highly-matrixed efforts through leadership experience, tools, and processes.
- Influence client stakeholders to take action / facilitate buy-in of recommendations with minimally invasive strategies.
- Demonstrate ability to clearly communicate in all written and oral mediums.
- Act as trusted advisor to peers, with advice sought by clients beyond scope of engagement.

DIGITAL TRANSFORMATION

- Investigate and recommend innovative automated test approaches, solutions, and processes for existing and new enterprise software in QA's testing scope.
- Participate in designing and developing testing automation framework / tools that will support keyword-level test automation for new functionalities, and a full-blown regression testing suite for system-level end to end services and Web UI.
- Continuously improve automated testing methodologies enable testers to maximize test coverage of the full depth of enterprise products.

NOC Automation

- Identify and develop additional areas of network automation to streamline engineering and operations.
- Evaluate operational support model to refine alerting / reporting in order to further improve uptime and related metrics.
- Investigate areas to improve proactive event management with the introduction of automation to improve alerting or establish "self-healing" capability within the environment.
- Review capacity, performance and related measures to determine ways to increase on demand bandwidth and network resource allocation as required.

IT OPERATIONS

- Continued running and operation of applications, middleware and infrastructure (including DC / DR) on an ongoing basis.
- Proactive capacity planning of the existing applications and infrastructure.

ACADEMICS & CERTIFICATIONS

- 1991 B.Sc., Mangalore University
- 2018 Project Management Professional (PMP)
- 2012 Information Technology Infrastructure Library (ITIL V3) - AXELOS UK
- 2015 International Software Testing Qualifications Board (ISTQB) - ISTQB
- 2003 CCNA
- Senior leadership workshop

- Responsible for all changes for infra, middleware and applications. Ensure adherence to Change Management Process.
- Ensure protection of the IT infrastructure and applications a secure environment by implementing security protocols and procedures for data backup, storage and access norms in order to ensure data integrity
- Collaborate with Information Security team to implement risk mitigation strategies including implementation of a disaster recovery mechanism for IT systems

DISASTER RECOVERY

- Coordinate development, review, and update of the disaster recovery plan, which includes documentation for DR governance, procedures to maintain continuous DR technical readiness, run books for fail-over and return-to-normal in the event of a disruption to the computer systems.
- Monitor the information technology change management process and DR technology maintenance processes to help ensure that DR capabilities are in a continuous state of readiness. Plans and coordinates tabletop exercises and live testing of fail-over / return-to-normal capabilities.

ITSM

- Lead the Service Management COE program.
- Lead with project management expertise through management of medium to large projects of varying complexity .
- Identify, quantify, and document high level risks, assumptions, constraints and dependencies with related projects.

VIRTUALIZATION – AWS & PRIVATE CLOUD

- Performing technical health checks for Cloud platforms / environments prior to broader deployments.
- Executing on Cloud security engagements during different phases of the lifecycle – assess, design, and implementation.
- Implementation of industry leading practices around cyber risks and Cloud security for clients.
- Designing and developing Cloud-specific security policies, standards and procedures.
- Troubleshooting system level problems in a multi-vendor, multi-protocol network environment.

INFORMATION SECURITY OPERATIONS – SOC

- Implementation of ISMS controls in alignment with ISO 27001.
- On demand manual and tool based vulnerability assessment for production updates.
- Proactive vulnerability assessment across all deployment.
- Assessment and tracking security safe software applications.

ENTERPRISE RISK MANAGEMENT

- Automated Revenue reconciliation, threshold based revenue alerts, trend analysis.
- Provides ongoing assessment of the Technology Risk Profile through regular status reporting of risk issues and initiatives.
- Develop effective Technology risk reporting and other communication channels to ensure timely escalation of significant risk issue.