

RICHARD A. CAPLIN

- **International executive in quad-play fixed/mobile telephony, TV and broadband communications.**
- **Successful in Board level strategic management and in General /Technical operational roles.**
- **Senior roles in business start-ups and corporate acquisition as well as sales, strategic planning and managing day to day operations and engineering.**
- **Excellent knowledge of Broadband service operations, engineering, IT, and billing systems leveraged to deliver results in operations, overseas consultancies and solutions-oriented sales.**
- **Successful in B-to-B systems sales.**

KEY SKILLS

- Ability to operate and communicate at all levels, from Board level to operator, end-user and Client.
- Engineering, Technical and Operational leadership
- Excellent analytical skills allowing rapid analysis of business issues within their business context and proposal of potential solutions appropriate to the strategic and organisational needs of the business.
- Good listening skills.
- Well developed negotiation, sales and presentation skills.
- Expertise in business modelling and planning at detailed level using Excel
- Highly proficient with PC office and project management tools (Microsoft Office and Open Office)
- Experienced in a wide range of Business and Operational Support Systems
- Adept in Linux and Windows management and use – GUI and command line
- Proficient Oracle DBA and SQL analyst.
- Experienced with Pentaho and Talend Analytics & ETL tools and systems integration using proprietary APIs, HTTP and RESTful web services.

EMPLOYMENT HISTORY

January 2009 to Oct 2014: France Citevision – Cable/Fibre service provider in Amiens, France

Throughout period additionally responsible for support of Amdocs SmartPack Billing and Operations Support System including systems & data management, provision of Business Information and Oracle DBA roles.

Oct 2012 to Oct 2015 Director IT

Developed and led implementation of IT strategy for modernisation and integration of systems and process automation. Integrated systems, including external supplier systems, using coded and data-integration (ETL) technologies. Successfully transitioned banking systems to new SEPA (ISO 20022) norms. Implemented VOIP anti-fraud monitoring system. Introduced data and analytics suite to improve reporting and analysis of key business information. Oversaw 1.5m€ project to replace ERP, Billing, Customer Care and Business Information systems. Devised and successfully implemented migration plan and subsequent reconciliations upon sale of company to third party.

Jan 2009 to Oct 2012 Technical Director

Managed a team of over 20 engineers and technicians and an annual capital budget of over 1m€. Responsible for purchase, implementation, operations and maintenance of coaxial and Fibre-to-the Home (FTTH) networks. Services including VOIP, mobile telephony, TV (analogue, digital and IP-based) and broadband data. Key achievements include the construction and operation of one of the first FTTH delivery platforms in France; outstanding quality improvements in HFC network; implementation of new conditional access systems; mobile telephony implementation using MVNO model, including billing and procedural implementation and integration with existing systems. Fully responsible for project to specify, purchase and replace obsolete VOIP switch including all homologation and migration of residential and professional clients and to deliver significant cost savings through automation and systems / process improvement.

April 2004 to January 2009: Self Employed Advisor in Cable Operations and Management

France Citevision (2005 – 2009) – Advisor to CEO providing operations and business management support. Organisational and recruitment assistance, business planning and cashflow forecasting. Created management reporting packages comprising operational and financial analyses. Introduced a formal margin analysis into the product development cycle and the professional sales cycle. Ran the Billing and Operational Support IT system and managed local staff in systems operations and use.

Bermuda Cablevision (2004) - Supported CEO and Operations Manager with CSR Management, business process change, introduction of new procedures, training, operational support, reporting and IT management.

France Citevision (2004) – Advised on introduction of telephony billing including initial validation of rating and billing process chain. Tariff creation and revenue assurance.

March 1998 to October 2003: Regional Sales Director DST Innovis (formerly Cable Data Inc.)

Sales and Account Management throughout Europe, Scandinavia and Middle-East selling convergent customer management & billing solutions. Key accounts included UPC, Cable and Wireless, TV Cabo. Responsible for New Business throughout EMEA though also active in Asia Pacific region. Annual revenue responsibility for \$2-3m new business.

Jan 1996 to March 1998: Business Development Director Eurobell Limited

Initiated and oversaw Internet start-up project as Eurobell's entry into the broadband triple-play arena. Created business plan & financial justification. Directed start up of Eurobell Internet Services Ltd with annual budget in excess of £1.5m. Project managed a number of high profile and wide ranging projects including the review and update of company IT strategy and Y2K programme manager.

Dec 1995 to Dec 1996: Country Manager Deutsche Telekom Consulting - Oman

Country Manager for Detecon's project office in Oman. Provided consultancy and project management in billing systems and business process change management to General Telephone Organisation, Oman (now OmanTel).

Asked by Detecon to take over management of their "distressed" project to select and implement a telecommunications billing system, successfully delivered and brought the project back in line with contract and implemented Ericsson's TIMS billing system. Obtained customer acceptance and full payment of withheld fees. Sold Detecon's services to continue into phase 2 of the project.

Jan 1991 to Dec 1995: Dir. Operations / Dir. MIS Eurobell Ltd / Mid Downs Cable

Board level Director new shareholders changed structure in October 1992. Reporting to the Chairman and Chief Executive, played an instrumental role in the funding and commencement of operations. Key achievements include:

Developed the initial 10 year business plan for the business and drove efforts to promote the plan to European investors. Achieved investment of over £5million.

Met critical timescales in evaluating, procuring and implementing business management and information systems within tight budgetary constraints to permit start of operations.

Implemented one of the first switched telephony services by a UK cable operator including negotiations with BT for an SS7 interconnection. Assessed and procured the first Nokia DX220 telecoms switch in the UK. Developed and implemented innovative, competitive and profitable telephony tariffs.

Managed cable start-up operations such as negotiation of civil works contract in excess of £2m; development of company procedures and specifications; development of innovative, competitive and profitable telephony tariffs.

Successfully developed complex telecoms billing data interfaces and data mining tools.

June 1989 to January 1991 Operations Manager Goldcrest Communications Ltd.

Reported to Chairman and Chief Executive, acted as operations Director for start-up of Mid Downs Cable and West Midlands Cable Communications Ltd.

Prepared application documents for successful applications for new Cable TV and telecoms franchise areas, including development of company business plan and budgets. Negotiated terms of licences with Department of Trade and Industry and the UK Cable Authority.

Managed IT budget of \$0.75m. Selected, implemented and managed the CableMaster subscriber management and billing system.

Obtained funding amounting to £6 million from both parent company and new investors. Led the due diligence team during the sale of the cable franchises owned by Goldcrest to Southwestern Bell.

June 1988 to June 1989 United Artists International

Reporting to the Corporate Director of operations, developed the Corporate financial plan for funding, acquisition and franchise application purposes.

Led a corporate acquisitions team to bid for overseas cable properties resulting in the successful acquisition of target companies in Scandinavia. Subsequently created operations budgets, policies and procedures for acquired companies and assisted local management with implementation.

QUALIFICATIONS & TRAINING:

Tertiary: University Of Reading, BSc (hons) Agriculture (2:1) 1980 - 1983
With specialist studies in Management, Economics, and Engineering

Numerous in-house and external sales training and technical training programmes.

October 2014: Data Warehouse Creation and Management
January 2015: PRINCE2 Project Management

PERSONAL DETAILS:

Marital Status: Married Children: 2 sons at university
Nationality: British Health: Good

Holder of full UK driving licence. Email: richard_caplin@hotmail.com
Linked-in: Richard Caplin
Personal website: www.richardcaplin.com
Languages: English - native, French - fluent. Skype: richard_caplin

GENERAL INTERESTS AND ACTIVITIES:

Sporting interests include rugby, cycling and water sports. I assist with coaching a local junior rugby team. I am a qualified scuba diver.

Active in local horticultural societies I was instrumental in designing, constructing and exhibiting gardens at the prestigious Chelsea Flower Show winning silver-gilt in 1997 and a gold medal and Best-in-Show in 1999.

Fascinated by bees, I am a member of the British Beekeepers Association and am developing my own hives.

I am a keen photographer and have won prizes in local and international exhibitions.

I am currently teaching myself web development to create my own personal website. In my spare time I am trying to learn Clarinet and Saxophone and other woodwind instruments.

I enjoy reading novels and factual and scientific books.