

**Envista Consulting Ltd.**  
**Mark Cross, Business Analysis Consultant**

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Availability: **Immediate**

### **Executive Summary**

Mark is a highly experienced business change professional who specialises in business analysis and information security within large and complex enterprises. He brings 20 years of international experience of business transformation, including 8yrs as a networks engineer and 12yrs as a business analyst, from leading enterprises in a range of industries including telecoms, banking, central government, and utilities. His contributions have included the introduction, enhancement and decommissioning of technology platforms (including networks, telephony, cloud, process automation and information security solutions), extensive enterprise service and data migrations and realising new operating models due to new industry regulations, legislation, and commercial arrangements.

Mark is an enthusiastic and adaptable leader who enjoys finding innovative solutions to business needs. He is skilled at building engagement within a team, maintaining positive relationships with clients, mentoring junior colleagues, and calming difficult situations. Throughout his career, he has demonstrated an ability to perform at all stages in the solution life cycle from gathering stakeholder requirements to validating a complete solution and preparing for service handover. He routinely employs agile and iterative approaches to his work to manage risks and deliver complex outcomes during periods of intense organisational change.

### **Significant Achievements**

- Mark has coordinated work-streams of 5-8 FTE and taken a key role in numerous projects with budgets in excess of £1m.
- Mark is a triple accredited business analyst with qualifications from the International Institute of Business Analysis (CBAP), British Computer Society (International Diploma in BA) and the International Requirements Engineering Board (CPRE).
- Mark has supported the professional development of dozens of junior analysts and other team members by providing ongoing mentoring, coaching and instruction. This includes running a series of 8-week long communication and leadership training workshops at Alcatel-Lucent and facilitating a series of IIBA accreditation study groups at Sky Digital.
- Mark has authored an extensive range of documents ranging from proposals, project specifications, use cases, process frameworks, training plans, and network designs. He is experienced in adapting his style and approach to deliver an appropriate level of depth and language for the project conditions and audience.
- Graduating with distinction from Alliance Manchester Business School in Dec 2021 with a Masters degree in Business Administration (MBA) and specialisms in Digital Banking & Financial Technology and International Business Strategy.

### **Qualifications**

- MBA from Alliance Manchester Business School
- IIBA Certified Business Analysis Professional (CBAP)
- BCS International Diploma in Business Analysis
- Professional Banker Diploma, Chartered Banker Institute
- Certified PRINCE2:2017 Practitioner
- Certified Scrum Product Owner (CSPO)
- ITIL Foundation Version 2.0 and 3.0
- NZIM Level 4 Certificate in Management
- Microsoft Certified Systems Engineer (MCSE) (Expired)
- Cisco Certified Networking Professional (CCNP) (Expired)
- Bachelor of Science (Hons.) in Biochemistry

### **Technical Skills**

- Project Management: Waterfall and Agile (inc. Scrum)
- Business Analysis: Requirements Elicitation, Use Cases, User Stories, Business Process Mapping, UML Modelling.
- IT Transformation: Datacentre Build/Migration, Cloud Technologies (inc. AWS, MS Azure and M365 platforms), Application Development and DevOps, Pega RPA.
- Carrier Networks, SD-WAN and Enterprise Telephony.
- Information Security: WAF, CASB, PAM, DLP and Firewalls.
- Software and IT: Office 365, Visio, Confluence, Jira, SQL.
- Stakeholder Management: Communications Management, Delivering Training, Facilitating Meetings and Stand Ups.

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## **Prior Statements of Work**

**Engagement Period: Sept. 2021 – Nov. 2021**

**Client: Waracle Ltd, UK**

**Consultant: Mark Cross**

- At Waracle, we conducted analysis through a rapid discovery phase for a new validation tool that processes clinical trial data for a major client in the pharmaceutical industry.
- This activity included eliciting requirements from the client, documenting epics, user stories and acceptance criteria, contributing to data analysis workshops, and running backlog refinement and estimation sessions with architects, developers and QA teams.
- The project followed a highly agile approach, using JIRA for backlog management with 2-week sprint cycles, to develop a prototype workflow in a new local development environment using GitLab, Kubernetes and Argo workflow on MS Azure.

**Engagement Period: June 2021 – Aug. 2021**

**Client: Calyx Ltd, UK**

**Consultant: Mark Cross**

- Calyx engaged Envista shortly after their separation from Parexel (the original parent company), to support the preparations for the migration of all Calyx infrastructure and services from Parexel data centres into new dedicated accommodation.
- As the Business Analyst on the Billerica Data centre Exit programme, our consultant conducted an extensive series of over fifteen workshops with representatives from service operations, product owners and stakeholders up to and including the VP level.
- We also reviewed technical specifications and industry regulations relating to clinical trials, elicited and documented requirements, and prepared reports for senior programme managers on a highly complex set of business critical changes.

**Engagement Period: Feb. 2021 – May 2021**

**Client: DLA Piper, UK**

**Consultant: Mark Cross**

- Mark joined DLA Piper to introduce new agile working practices and ceremonies within a critical programme of cloud adoption while the organisation recruited permanent resources to continue the journey.
- Working with architects, application engineers and DevOps project resources, he documented technical and business requirements for a new pipeline of applications to be migrated to DLA Piper's tenant on Microsoft's Azure cloud.
- He was also responsible for project stakeholder management activity and communications between technical teams and application owners to document business requirements, acceptance criteria, and factors affecting backlog prioritisation.

**Engagement Period: Oct 2019 – Dec. 2020**

**Client: Luminor Banking Group, Lithuania**

**Consultant: Mark Cross**

- Envista Consulting provided the lead business analyst on the Cloud Security improvement programme at Luminor Banking Group. The bank was in the process of building a completely new digital banking platform on the AWS cloud and the C-SIP workstream was responsible for ensuring that the platform was compliant with the NIST cybersecurity framework and ECB regulations.
- We elicited and documented functional and non-functional requirements for new security controls including a Microsoft Cloud Access Security Broker (CASB), F5 Web Application Firewall, Cloud Anti-Virus for AWS and a revised Secrets Management process.
- We conducted market analysis on these product categories and prepared briefing packs for senior stakeholders to explain the capabilities and limitations of solutions from different vendors to facilitate effective vendor selection.
- With support from technical resources from DevOps and vendors, we also facilitated a series of technical Proof of Concepts as part of tendering process to validate the integration of third-party solutions with Luminor's microservice architecture and APIs.
- We also managed relationships with key stakeholders including the Heads of DevOps and Security & Privacy, and the CISO.

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**Engagement Period: Feb. 2019 – Aug. 2019**

**Client: Burberry, UK**

**Consultant: Mark Cross**

- Mark joined Burberry in their Information Protection team to conduct requirement elicitation activities and workshops on a programme to deliver a new Cloud Access Service Broker (CASB) solution and Data Loss Prevention (DLP) tools.
- His role consisted of stakeholder consultation, policy analysis, threat analysis and requirement engineering to support the business objective of monitoring and controlling information security risks arising from the growing use of cloud services.
- He analysed web traffic patterns to identify high-risk behaviour and propose threat mitigation strategies.
- He also documented use cases and user journeys for a new single way of working that would automate much of the process of classifying and controlling the use and distribution of sensitive information across the organisation and with third parties.

**Engagement Period: Dec. 2018 – Apr. 2019**

**Client: Sky Digital, UK**

**Consultant: Mark Cross**

- Mark was engaged by Sky Digital to develop and deliver an IIBA certification programme for junior Business Analysis professionals in their Leeds offices on weekday evenings.
- Course content included strategy analysis, planning and monitoring of business analysis processes, business analysis governance, underlying competencies of a BA and agile project methodologies.

**Engagement Period: Oct. 2018 – Nov. 2018**

**Client: StepChange Debt Charity, UK**

**Consultant: Mark Cross**

- Mark covered an eight-week long resourcing gap in the Business Readiness team at StepChange in the run-up to a major programme delivery milestone while the charity was awaiting the arrival of a new permanent member of the team.
- He supported the process of rolling out robotic process automation (RPA) of the charity's processes and decision logic on the Pega application framework by working closely with Scrum product owners and developers to prioritize the backlog in preparation for each sprint, ensuring that the scope and acceptance criteria met the expectations of the business.

**Engagement Period: Apr. 2018 – Sept. 2018**

**Client: The Cooperative Group, UK**

**Consultant: Mark Cross**

- At the Coop Group, Mark conducted the business analysis activity for six Retail IT Distribution projects in parallel. These projects included a critical remediation of the networking systems and distribution centre comms rooms, a rollout of a new software client for self-service tills and a reengineering of the warehouse labour management systems.
- This role involved engaging with business owners and technical SMEs, facilitating workshops, documenting requirements, securing approvals, and supporting project managers in matters relating to scope and business objectives.
- For the labour management project, he documented dozens of workplace scenarios which were leading to inefficiency in distribution centre operations. This enabled the organisation to realise savings of 10,000s of man hours per annum.

**Engagement Period: June 2016 – Feb. 2018**

**Client: North Highland Consulting, UK**

**Consultant: Mark Cross**

- At Telefónica, Mark made significant contributions to several fast-moving projects within the online services programme.
- For the Office 365 Migration project, he investigated and documented the requirements for a multi-phased project to migrate 18,000 corporate users from an in-house Microsoft Exchange email and Lync messaging solution to a hybrid cloud solution (Azure). This solution included Microsoft Office 365, Exchange, Skype for Business, Sharepoint and OneDrive and enabled the legacy platforms to be safely decommissioned without impact to users or business services.
- He also investigated the organisation's O365 licencing regime and identified £20,000pa of cost savings that could be realised immediately. This was due to former staff and system assets in the organisation's active directory being incorrectly licenced.
- For the Novum project, he worked with an international team of application developers to produce a new mobile app that would replace the native-language voice assistant within the existing O2 mobile app. He liaised between UK-based business owners and

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domain SMEs to document the business requirements for information security, user experience, system integration and service levels and communicated these to developers in Spain as user stories and business requirements.

- For the EU Regulations 2017 project, Mark elicited and documented the requirements from business stakeholders for a project that was formed to rectify a charging anomaly. This exercise resolved a defect that had exposed the organisation to potential fraud and was costing the business £2m in lost revenue each year.

**January 2016 – May 2016**

**UK Asset Resolution Limited (UKAR)                      Contract Senior Business Analyst**

- At UKAR, Mark was a significant contributor to the transformation programme which separated the UKAR organisation into an asset holding company and an independent mortgage servicing operation with a £50bn portfolio under management.
- His major deliverables included requirements, specifications and process definition documents that were used to establish a completely new “Client Relationship Management” function to address the needs of existing and prospective clients.

**July 2015 – January 2016**

**The Cooperative Bank    Contract Business Analyst (Enterprise Service Migration)**

- Mark joined the largest IT transformation programme in this organisation for a generation. The ESM was launched in response to a regulatory obligation to migrate the entire technical estate from facilities that were shared with the other Cooperative Group businesses to new, dedicated facilities within IBM managed datacentres.
- Mark performed the cutover and contingency discovery phase for many mission critical business areas including finance, treasury, mortgages, payments, risk and the commercial banking unit. This involved building relationships with senior stakeholders, conducting interviews to elicit their requirements and any technical and process impacts arising from planned cutover events.
- He documented the non-functional and transition requirements of critical services such CHAPS, BACS and FPS, HR and Finance and updated the service catalogue with newly identified systems and interactions whenever they arose.
- He also identified the end-of-life requirements for the legacy platforms. This included identifying data that would need to be securely destroyed and requirements for new network segmentation to secure infrastructure through the transitional states.
- Upon completion of the investigation, Mark produced a series of project artefacts to explain and document the business’ preferred approach to mitigating the risks to the bank’s operating activities and reputation in the event of unintended effects that could potentially be visible to customers and third parties.

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**June 2014 – July 2015**

**North Highland Worldwide Consulting      Senior Business Analyst (“Vincent” Transformation Programme, Telefónica)**

- At Telefónica, Mark was the senior business analyst on a £50m telephony programme within a larger extensive IT transformation programme that had been created to transition 9,000 end-users onto a new operating model.
- In this role he conducted interviews and facilitated workshops to elicit, refine and communicate both business and technical requirements to stakeholders ranging from SMEs through to the heads of the affected business units.
- This was a technically demanding role that utilized a very wide range of skills and knowledge including Avaya telephony systems, Verint Call Recording solutions, Eckoh Interactive Voice Response (IVR) systems, networking and security.
- He supported the emerging relationship between Telefonica and Capita in a recent strategic outsourcing arrangement by managing relationships with key stakeholders and delivering technical briefings to both sides of the partnership.
- He also developed business cases and conducted detailed investigation into prospective risks and benefits of multiple project approaches and provided recommendations that directly informed the decisions of TEF’s steering committee.

**July 2013 – May 2014**

**Telecom New Zealand      Senior Business Analyst (Fixed Network Transformation)**

- Mark was engaged by Telecom as the lead Business Analyst for a portfolio of strategic upgrades to the Telecom fixed network (Juniper T320 backbone and Alcatel-Lucent ESS 7750/7450 core) at a crucial time when Telecom was in the process of radically re-engineering its network architecture in response to emerging competition in several key markets.
- In this role he elicited, documented and traced requirements for a family of related projects with outcomes that included augmenting New Zealand’s essential network infrastructure and deploying a national SD-SDI/HD-SDI video contribution network for a leading New Zealand television broadcaster.

**February 2012 – July 2013**

**Ministry of Social Development      Senior Business Analyst (Client Applications)**

- Mark was a member of a DevOps team working to support and enhance the Work & Income NZ portfolio of over 200 client applications, he was responsible for liaising between business owners and Curam/J2EE developers by documenting business requirements in use cases, user stories, process diagrams and decision-trees, SQL scripts and acceptance criteria.
- In June 2012, Mark identified and resolved a significant gap in the scope of a very large programme of work within two weeks of the end of the project. Without this timely intervention, this defect would have prevented a new contact centre from entering service in time to meet a set of new legislative requirements.
- Mark was the Client Applications BAU Representative for several significant forums including the Cúram Configuration Management forum, the Cúram Tech Leads forum and the Cúram Business Analysis forum. At these meetings he represented the interests of the Production Support team and of the users of the Ministry’s client application portfolio.

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**February 2010 – December 2011    Various Contracts in New Zealand**

**Clients Included: Ministry of Education, Spark NZ, Alcatel-Lucent and Todd Corp.**

- Mark was engaged to investigate a \$1.2m technology project with numerous issues that were posing an immediate threat to delivery. In response he designed and implemented a new workflow process which improved efficiency, reliability and speed of hardware configuration within the constraints of the existing project resources and infrastructure.
- Responsible for identifying a series of faults with newly deployed network infrastructure in the Auckland and Christchurch datacentres. His recommendations and swift, decisive action allowed these issues to be rectified just days before the Christchurch earthquake struck. This saved the project team from drastic delays and unnecessary cost overruns.
- In total, he contributed towards the success of six projects to enhance the capability of the Telecom NZ network including the Telecom NZ Broadband Aggregation (BBA), Core Network Capacity Expansion and XT Mobile network programmes.
- Developed and validated several original training modules on the subject of improving productivity using smartphones.

**April 2006 – December 2009            Alcatel-Lucent (NZ) Ltd.                    Technical Business Analyst**

- Mark was the leader of a resource pool that grew to six skilled project engineers in 2008.
- He was responsible for preparing standards in project deployment documentation including those used in one of the largest and most complex programmes of work in the New Zealand Telecommunications industry in the last 20 years.
- He managed onsite build and configuration activities to successfully deliver four complete datacentre environments in locations across New Zealand in time for a critical milestone of the programme. This involved technology and skilled resources gathered from more than six countries across four continents working with a very narrow window for deployment.
- He initiated and ran a communication and leadership training programme that successfully operated for two years and trained over 10% of the New Zealand workforce. For this work he received a special commendation from the CEO.

**September 2000 – March 2006    NTL Group Ltd. (VirginMedia)    Data & IP Engineer**

- Mark was the deputy team leader of a team dedicated to leading improvements in quality, consistency and reliability of processes and documentation for project delivery and operational support of telecommunications and internet services.
- He took a leadership position in an exercise to implement improved systems for project lifecycle management, document version control and an enterprise-wide exercise to consolidate records of equipment, sites and facilities into a new CMDB.
- He contributed towards the departmental goal of building organisation competency by investigating and providing recommendations to the business in line with the best practices of ISO9000 and ITIL.
- He provided 2nd line technical support in the network operations centre for an international network of 1,200 servers and 1,800 network elements.