

DAVID HAVYATT

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CAPABILITY PROFILE

A proven senior strategy, regulatory and corporate affairs executive with wide experience in telecommunications and related industries. A strong track record in delivering outcomes in the public domain, team development and strategy development. A flair for creative thinking and novel approaches to difficult situations, a leadership style that promotes innovation and creative thinking.

QUALIFICATIONS

Grad Dip in Economics, University of New England, 2005
Master of Arts (Communications Technology & Policy), Macquarie University, 1992
Bachelor of Science (Pure Mathematics and Physics), University of Sydney, 1980
Fellow, Australian Institute of Company Directors, 1991

CAREER OUTLINE

Havyatt Associates Pty Ltd
Principal

Jun 2007-Present

AAPT Ltd
General Manager Regulatory and Public Affairs
Head of Regulatory Affairs
Regulatory Manager

Jan 2000-Jun 2007

Mar 2006-Jun 2007

Nov 2000-Mar 2006

Jan 2000-Nov 2000

Hutchison Telecommunications (Australia) Ltd
Regulatory and Corporate Affairs Manager

Aug 1998-Jan 2000

Havyatt Associates Pty Ltd
Principal (interim assignment at Austar)

Jul 1996-Aug 1998

Telstra Corporation
Account Director, Media and Business Development
General Manager, Strategy and Planning
General Manager, Sales Operations
Various sales and customer service roles

Nov 1979-Jun 1996

Nov 1993-Jun 1996

Oct 1992-Nov 1993

Sep 1991-Oct 1992

Nov 1979-Sep 1991

KEY ACHIEVEMENTS

- Achieved changes to the Telecommunications Act and associated legislation to implement accounting and operational separation, together with other major regulatory changes.
- Managed compliance and complaint management functions to both achieve a "blemish free" record and reduce the costs to business of externally escalated complaints.
- Delivered both Local Number Portability and Mobile Number Portability in Australia through influencing regulatory agencies and developing processes and procedures through industry associations.
- Grown revenue in diverse business portfolios including media, banking and value adding service platforms.
- Successfully developed and implemented major strategic reviews.
- A well respected and sought after speaker and commentator on telecommunications and related industries.

PROFESSIONAL EXPERIENCE

Havyatt Associates Pty Ltd

Jul 1996-Aug 1998

Telecommunications regulatory and public affairs consultancy employing only self as consultant.

Principal

Responsibilities and Achievements

- As a sole trading consultant identify potential opportunities, agree with clients on scope of work and deliver outcomes – I have only sought a few engagements for submission writing as I am also seeking full-time employment.
- Appear as an invited speaker at ATUG small business workshops and regulatory workshops, chair industry conferences, contribute to industry newsletters *Exchange* and *Communications Day*.

AAPT Ltd

Jan 2000-Jun 2007

Telecommunications carrier and service provider, founded in 1991, employing 2,500 people and with sales of \$1.3B.

General Manager Regulatory and Public Affairs

Mar 2006-Jun 2007

Head of Regulatory Affairs

Nov 2000-Mar 2006

Regulatory Manager

Jan 2000-Nov 2000

Responsibilities

- Develop and implement regulatory and government relations strategy to create the external environment required for the company to achieve its business objectives.
- Manage compliance, dispute management and escalated customer complaints functions.
- Lead corporate communications including determining key message and execution of media strategies from March 2006.
- Manage all other aspects of stakeholder management, especially including industry associations, consumer associations.
- Manage the regulatory team of thirteen including complaint management team, interception, security and Corporate Communications.

Achievements

- Achieved major regulatory reforms in each of 2003, 2004 and 2005 through submissions to the Productivity Commission, Government Departments and Senate inquiries. These included the accounting and operational separation of Telstra.
- Delivered the implementation of Mobile Number Portability through appropriate decisions of two regulatory bodies and implementation through the Australian Communications Industry Forum.
- Reduced the number and cost of externally escalated complaints to AAPT while the rest of industry increased.
- Secured major decisions from the Australian Competition and Consumer Commission that created the circumstances that enabled AAPT to reduce its cost of goods sold.
- Managed to conclusion disputes with Telstra and other providers to achieve determinations that lower access prices (cost of goods sold) would apply to AAPT.
- Contributed frequently as speaker or panellist at industry conferences, including Communications Research Forum (2000, 2001 and 2002), ATUG (2000), CTN (2001, 2002), ACCC Competition and Regulation Conference (2002).

Hutchison Telecommunications (Australia) Ltd

Aug 1998-Jan 2000

Telecommunications carrier and service provider, HTAL went from being a reseller to a network operator during this period. Additionally the company listed on the ASX and launched the Orange brand in Australia during this period.

Regulatory and Corporate Affairs Manager

Responsibilities

- Develop and implement regulatory and government relations strategy to secure outcomes aligned to the company's business objectives.
- Manage relations with industry associations and self-regulatory bodies.
- Negotiate access to regulated services with other carriers, primarily Telstra.

Achievements

- Negotiated access and interconnect negotiations with carriers for the new CDMA network.
- Negotiated mobile roaming and resale agreement with Telstra.
- Implemented local number portability through industry forums (HTAL had major funding commitments dependent on the delivery of number portability).
- Managed telecommunications regulatory issues associated with new service and network launch, debt financing and float.

Havyatt Associates Pty Ltd

Jul 1996-Aug 1998

Telecommunications and media strategy consultancy employing only self as consultant (including 18 months interim assignment at Austar and its parent company UIH).

Principal

Responsibilities

- Sell consulting capabilities to potential clients, including estimating time required for completion.
- Deliver consulting services, primarily business plans and participating in negotiations.

Achievements

- Developed business plans for new business for the Executive Chairman of Austar, Don Hagans, and negotiated with third parties on their implementation. These included broadband businesses, racing channels, shopping channels among others.
- Obtained a telecommunications carrier licence for Austar (in the name of Windytide).
- Advised other new star-up businesses in a Health pay TV channel and a radio ad distribution network.
- Advised Semaphore (a wireless telephony and internet business) on the regulatory and interconnection requirements.

Telstra Corporation

Nov 1979-Jun 1996

Australia's largest (and then Government owned) telecommunications service provider. Over the period Telecom Australia was merged with OTC and renamed Telstra. In 1987 the company changed from a State based structure to a set of nationally organised business units.

Account Director, Media and Business Development

Nov 1993-Jun 1996

Responsibilities

- Manage a Sales Team in the Government, Finance and Service Sales unit of 14 responsible for annual revenue of \$90 million. The GF&S was the Unit in Telstra's Corporate and Government Division that had responsibility for the national Account Management of Telstra's 300 largest customers.
- Develop strategies for growth in the portfolio.

- Lead and develop a team of talented sales, marketing and service personnel.
- Develop and implement growth strategies across the GF&S portfolio,

Accountabilities

- Brought the portfolio into profitability for the first time.
- Re-signed Seven Network video distribution contract.
- Signed the Foxtel video distribution contract (total value \$10M pa).
- Developed the 0055/1900 industry for renewed growth through management of the information service providers (10%pa).
- Implemented program for Call Centre development in client organisations.
- Led sales billing groups that resolved issues affecting customers after introduction of new billing system (Flexcab).

General Manager, Strategy and Planning

Oct 1992-Nov 1993

- Prepared the International Growth Strategy for the Group Managing Director Corporate, International & Enterprises for Board submission, worked on Corporate and Business Unit Strategic and Operational Plans, and reviewed regulatory strategy. These were the early days of the newly formed Telstra (AOTC at the time), and these plans, with minor modification, formed the platform for Telstra's operation for its first five years.
- In conjunction with Corporate Strategy, developed a coordinated growth plan for the Corporation.
- Participated as a member of Telecom's "Information Society 2000" Project to inform and direct strategy. This led to formation of the Telstra Multimedia Group.

General Manager, Sales Operations

Sep 1991-Oct 1992

- Reviewed, in conjunction with external consultants, the sales and marketing function of the Corporate Customer Division (that had been created in 1987 as a national Business Unit servicing Telecom's largest customers) and presented the recommendations at many meetings in the Division and to other Divisions
- Implemented the majority of these changes, including new job and team structures, new training curriculum, a new marketing organisation, new planning processes and recommending new information systems and remuneration and recognition programs.
- Managed the Sales Operations group of 84 staff, including business planning, communications consultants, sales remuneration and training and development.
- Implemented further major structural changes consequent on the merger with OTC.
- Developed, in conjunction with Marketing, the Strategic Partnership Agreements and implemented the sales program. This program has been credited as the single largest contributor to Telecom market share retention amongst Corporate Customers following the introduction of network competition.
- Guided the project to introduce new remuneration programs including contract (rather than award) employment for all sales staff.

ADDITIONAL DETAILS

Board Experience

Board Member, Australian Communications Industry Forum (ACIF), 01-06; Chair, F&A committee 03-06

Board Member, Australian Mobile Telecommunications Association (AMTA), 01-07

Board Member, Telecommunications Industry Ombudsman (TIO), 01-03; Chair, F&A committee 03-06

Director, Endeavour Credit Union, 91-94, 95-99, Chair 98-99; Member Audit Committee 92-97, Chair 95-97

Chair, Board of Management, Glen St Theatre 97-99