

# ANDREW E SCOTT

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A global technology strategist and executive who specialises in building organisations that turn emerging technologies into products customers love

## Senior Career Summary

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### Telstra (Revenue AU\$22.7 billion in FY2023)

- Head of Telstra Labs: June 2021 – August 2023
- Head of Technology: June 2017 – June 2021
- Director of Technology: June 2016 – June 2017

Earlier career includes: General Manager and Emerging Technology Manager roles at Telstra, Senior Engineer role at Glu Mobile, Visiting Research Fellow role at BT.

## Key Achievements

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- **Capability Development:** Developed a Customer Co-creation Framework that led to the implementation of new product capability, including 2 x Customer Advisory Boards (Mining, Agribusiness), addition of beta-testing terms to standard customer agreements, the establishment of regular 5 Day Design Sprints, and a customer visit program to Telstra Labs (over 250 visitors in 8 months)
- **Strategic Venture Investment:** Developed a proposal and achieved CEO agreement for Telstra to invest \$10m in quantum computing startup Series A round, positioning Telstra as an early adopter in this emerging technology domain and advocate of the local tech ecosystem
- **Business Restructure:** Led redesigns of the Chief Technology Office (CTO) technical staff and Technology Innovation Centre of Expertise (COE) organisations to implement an agile-at-scale model and reduce headcount by around 80% while maintaining strategic skills
- **New Business Development:** Drove team to build new business pipeline by co-creating prototypes of new products in partnership with key customers across a broad set of product domains, including cybersecurity AI monitoring, safety of 5G-connected vehicles, AR-based wayfinding in stadiums, bluetooth Internet-of-Things (IoT) tracking, edge computing, and cloud gaming

## Demonstrated Leadership Strengths

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### Capacity to lead strategic thinking, based upon strong research and analysis

- Ability to identify a vision linked to corporate objectives and set medium/long term strategies
- Challenges industry structure and established ways of doing things to drive improvements
- Skilled in using analysis and frameworks to turn vision into an executable plan for the team
- Demonstrated track record overcoming difficult challenges, and bringing people with me

### Passion for building high performance team culture

- Experienced in developing effective, highly motivated leadership teams
- Ability to align values, culture, business objectives and employees around strategic outcomes
- Practiced at hiring, challenging, mentoring and developing people who will be long-term talent
- Ensure that direct reports take accountability and can operate autonomously

**Effective communication and influencing skills at all levels**

- Proven ability to craft and deliver clear messaging that motivate employees
- Presentation and moderation of sessions at industry, customer and technology conferences
- Many years of experience developing and delivering papers for Boards
- Effective messaging with external stakeholders, e.g. regulators, media and analysts

**TELSTRA**

**HEAD OF TELSTRA LABS**

**JUN 2021 – AUG 2023**

**Background**

Reported to Group Owner Product Excellence & Incubation within Product & Technology function

**Responsibilities**

Under the banner of Telstra Labs, developed and implemented a Customer Co-creation Framework to transform the product organisation to use current practices that directly involve customers when planning and developing new products, particularly those arising from emerging technologies. Managed the Telstra Labs IT and network infrastructure to maintain availability and meet cybersecurity obligations.

**Major achievements**

- Developed a Customer Co-creation Framework of global best practices, presented to and endorsed by the Telstra Board, that directly led to the implementation of new capability across the Product & Technology function, including 2 x Customer Advisory Boards (Mining, Agribusiness), the addition of beta-testing terms to standard customer agreements, and established regular 5 Day Design Sprints and a customer visit program to Telstra Labs (over 250 visitors in 8 months)
- Established and moderated internal Tech Panel program for staff development, covering AI, Robotics, APIs, Space/Satellite, Low Code/No Code, Video Analytics, and Edge Computing. Sessions were regularly attended by over 80 staff
- Drove development of haptic ball-tracking product “5G Touch and Track” for vision-impaired fans with AFL based on technology from startup Field of Vision. Won Venue Technology Award at 2023 Stadium Business Awards in Manchester. Telstra campaign that promoted this product won Best PR-led Brand Partnership Campaign at 2023 Mumbrella Commscon Awards
- Alternate Director for Telstra’s Group Executive for Product & Technology on board of Silicon Quantum Computing. Developed proposal and achieved CEO agreement for Telstra to invest \$10m in quantum computing startup Series A round, positioning Telstra as an early adopter in this emerging technology domain and advocate of the local tech ecosystem
- Shaped the approach to use in applying for AFR Most Innovative Companies award, leading to Telstra placing #6 in its category
- Member of Executive Steering Committee, and oversaw the collaboration projects for product teams under the Telstra-University of Melbourne partnership, leading to dozens of projects over three years

**TELSTRA** **HEAD OF TECHNOLOGY** **JUN 2017 – JUN 2021**

**Background** Reported to Chief Technology Officer and led the Technology Innovation COE within Product & Technology function, responsible for a group of 20-30 deep experts, data scientists, software developers and chapter leads

**Responsibilities** Accelerated the introduction of emerging technologies into Telstra products as new growth opportunities, covering technologies such as cloud, edge computing, software-defined networks, 5G, Wi-Fi, IoT, cybersecurity, identity, drones and AR/VR

**Major achievements**

- Delivery of a \$7m project (\$3.5m grant from VicRoads) to demonstrate cellular V2X (Vehicle-to-Everything) technology in Lexus vehicles on Victorian roads using Telstra commercial 4G network, achieving world-class latencies of less than 43ms 95% of the time, enabling future roads to become safer, e.g. with fewer collisions
- Development of a Low Altitude Airspace Management platform for mobile-connected drones, in partnership with Thales, and demonstrated with the City of Geelong for automated drone inspections
- Drove cloud-gaming prototyping, strategy and commercial modeling that led to the selection of Microsoft as cloud gaming launch partner in 2021
- Initiated the consumer bluetooth tracker product category within Product & Technology that was launched in 2018 as Telstra Locator
- Designed and restructured the Technology Innovation COE organisation into a more traditional squads (teams) and chapters model, to create more flexibility in staff flowing in/out
- Production of annual Telstra top technology trends, published on Telstra Exchange website, including media engagements across TV and radio

**TELSTRA** **DIRECTOR OF TECHNOLOGY** **JUN 2016 – JUN 2017**

**Background** Reported to Group Executive, Technology Innovation & Strategy and Chief Technology Officer, responsible for a group of over 30 deep experts, software developers and managers

**Responsibilities** Accelerate introduction of emerging technologies into Telstra across cloud, fixed/wireless (5G) networks, IoT, cybersecurity, identity, blockchain, drones and AR/VR

**Major business achievements**

- Restructured and transformed CTO technical staff into agile-at-scale model
- Launched Australia's first GSMA Mobile IoT Open Lab

**PRIOR ROLES**

**GENERAL MANAGER, INNOVATION & STRATEGY** **TELSTRA** **2012 – 2016**  
Led technology strategy team, covering inter-personal communications / unified communications, mobile payments, wireless technologies and IoT. Led cross-

company technology strategy for mobile wallet, accepted by CEO. Initiated and managed first consumer mobile VoIP trial in Telstra, with successful results amongst 4G customers. Presented on emerging mobile technology to external conferences and customer groups, and presented papers to CEO Leadership Team and Board Technology subcommittee.

- EMERGING TECHNOLOGY MANAGER** **TELSTRA** **2005 – 2012**  
Foundational manager of new Telstra CTO organisation, responsible for teams of up to 18 staff that developed technology strategy, architecture and roadmaps on mobile messaging, in-home media delivery, multimedia platforms, mobile payments, APIs, and connected home. Developed long-term technology roadmaps for mobiles and media product domains. Launched consumer cybersecurity product for social networking.
- SENIOR ENGINEER, PORTING** **GLU MOBILE** **2004 – 2005**  
Technical and cultural integration of development teams, post merger of MacroSpace and Sorrent (became Glu Mobile). Lead porter for Europe on three Java games and supported porting of five other titles.
- VISITING RESEARCH FELLOW** **BT GROUP** **2004**  
At the British Telecom (BT) Labs, short placement to develop techno-economic model of Wi-Fi Mesh and WiMax, to inform WiMax strategy. Presented to senior managers.
- RESEARCH TEAM LEADER** **TELSTRA** **2000 – 2004**  
Design and development of Wi-Fi Hotspot product, launched 2004, one of the first carrier Wi-Fi networks. Product manager for Mobile Data Usage Meter, reducing bill shock and improving customer experience.
- RESEARCHER & PROJECT LEADER** **TELSTRA** **1996 – 2000**  
As part of Telstra Research Labs, led research/development on WAP (a precursor to mobile web), intelligent agents and internet fridge, working with international standards bodies.

## Tertiary Education

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**Monash University (Melbourne)**

Bachelor of Letters

**The University of Western Australia (Perth)**

Bachelor of Computer and Mathematical Sciences (Hons)

## Professional Development

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**Company Directors Course, Australian Institute of Company Directors (AICD), 2022**

Leading qualification for Australian Board Directors

**Graduate Diploma of Applied Finance, Kaplan Australia / Financial Services Institute of Australasia (FINSIA), 2010**

Key qualification for financial analysts in Australia

## Non Executive Directorships

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**Alternate Director, Silicon Quantum Computing Pty Ltd (Sydney), 2021 - 2023**

Member of Technology Subcommittee

**Alternate Director, O-RAN Alliance e.V. (Germany), 2018 - 2020**

## Industry and International Involvement

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**Senior Member of IEEE, 2008 - present**

**Member of Executive Council, IoT Alliance Australia (Sydney), 2016 - 2021**

**Member of Innovation Advisory Board, The Warren Centre (Sydney), 2017 - 2020**

## Personal background & Interests

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Born in Perth, Australia, and currently based in Melbourne

Married with two teenage children

Over twenty five years working in the telecommunications sector, across Australia and UK

Play flute in local symphony orchestra, member of book club, and member of recipe club