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PROGRAMME DELIVERY · SERVICE INTEGRATION · GOVERNANCE

RICHARD SCHMIDT.

Global Programme Delivery Director

NEXT ROLE

Senior programme leadership: directing complex in-house and outsourced programmes across geographies, from requirements to **successful implementation**.

EXPERIENCE	SCALE	TEAMS	SECTORS	CLIENTS
28+	**€1.3B**	**920+**	**7**	**39**
Years in programme and service delivery.	Largest combined account revenue.	Staff led at the TCS Hungary centre.	Telecom, IT, BFS, health, retail, manufacturing, auto.	Served worldwide at TCS.

PROFILE

Decades of complex delivery.

Programme and service integration leader with 28+ years across Telecom, IT, Banking & Finance, Healthcare, Retail, Manufacturing and Automotive, directing infrastructure, network and IT programmes up to €1.3B. Specialist in multi-vendor service integration and infrastructure transformation across Europe and the Americas.

EXPERIENCE

JUN 2022 — NOW

BT GROUP

Programme Delivery Director

Global
Based in Hungary

Leads three Transition & Transformation (T&T) programmes worth €80M (€30M, €36M, €14M), two global and one UK & Europe, for automotive, agriculture and logistics clients.

- Delivered programme one 6 months early, raising customer satisfaction from 3–5 to 9–10 (out of 10).
- Improved governance, traceability, delivery processes and customer satisfaction on the other two.
- Introduced AI-powered PMO reports and automated report builders for consistent, repeatable reporting.
- Leads a 15-person account and programme team; owns schedule, budget, RAID and executive engagement.

AUG 2020 — MAY 2022

BT GROUP

Head of Project Management, RML Vertical

Europe
Based in Hungary

Led the Europe Hub for BT's Retail, Manufacturing & Logistics (RML) vertical: 6 direct reports and 250 project managers and delivery staff serving 27+ global customers (€650M+ revenue).

- Global SPOC for the Transportation, Logistics & Aviation (TLA) vertical; owned governance.
- Introduced red-project reviews, controls and standard reporting; accelerated delivery.
- Standardised ways of working, built team knowledge and strengthened customer relationships.

SEP 2015 — AUG 2020

BT GROUP

Programme Delivery Director

Global
Based in Hungary

Delivered in-life programmes for two major global clients, a food and beverage multinational and an insurance group, with €1.3B combined revenue and a 120-strong team.

- Secured renewal of both contracts while raising customer satisfaction and accelerating delivery.
- Improved governance and traceability via MI reporting, triage reviews and utilisation tracking.

APR 2012 — SEP 2015

HEWLETT-PACKARD

Operations Delivery Manager

Europe
Based in Hungary

Led IT service delivery for five major European enterprise customers (€37M revenue) with a 150-strong team.

- Owned operational performance, customer relationships and full P&L; secured contract renewal.
- Initiated cost-optimisation projects (€3M–€15M) that improved efficiency and productivity.
- Improved efficiency, delivery speed and customer satisfaction through better reporting, training and onboarding.

EXPERIENCE

AUG 2007 — SEP 2011

TATA CONSULTANCY SERVICES

Delivery Head

Europe
Based in Hungary

Headed TCS's Hungary Delivery Centre, providing BPO, KPO, IT, IT Infrastructure Services and Engineering services to 39 clients across EMEA and North America (€70M+ revenue).

- Led 920+ staff via 39 direct reports; cut attrition from 43% to under 10% through coaching and training.
- Grew profitability through cross-selling; introduced a balanced scorecard and governance.
- SLA-driven partner management; CMMi-5, PCMMi-5, ISO 14001, ISO 27001 and SOX compliance.

FEB 2003 — JUL 2007

AMDOCS

Programme Director

Europe
Multiple locations

Led service integration of all interface design and development connecting the billing platform with third-party legacy systems for five European telecom operators (€250M combined revenue).

- Led a 100-person team of developers, testers, delivery and account staff.
- Introduced PM tools, traceability and reporting, speeding up testing and raising satisfaction.

EARLIER ROLES

2000 — 2003
Senior Project Manager · CPM Braxis

1998 — 2000
Project Manager · Converge (Contractor)

1998
Robotics Engineer · General Motors

SELECTED CLIENTS

BT GROUP
- Nestlé
- Zurich Insurance
- Stellantis
- Syngenta
- GXO

HEWLETT-PACKARD
- Allianz
- Vodafone
- Shell
- Audi
- Eli Lilly
- Commerzbank
- SABMiller

AMDOCS
- Telenor
- Elisa
- Vodafone
- Telekom
- O2

EDUCATION

1996 — 1997 · NEW YORK UNIVERSITY

MPS in Interactive Telecommunications

1990 — 1994 · POLYTECHNIC SCHOOL, UNIVERSITY OF SÃO PAULO

M.Sc. in Mechatronic Engineering

CERTIFICATIONS

PROJECT MANAGEMENT INSTITUTE (PMI)

Project Management Professional, PMP®

PEOPLECERT / AXELOS · SCALED AGILE

PRINCE2® Foundation · SAFe® 6.0

PEOPLECERT / AXELOS · SIX SIGMA PROGRAMMES AT TCS & HP

ITIL® Foundation · Six Sigma® · Lean Six Sigma®

PM Delivery & governance

Programme & portfolio delivery
PMO setup & AI-PMO Governance & RAID
Executive stakeholder management
Commercial & contract management
Cost, risk & P&L
Hybrid, Agile & SAFe delivery
Customer & internal workshop facilitation

IT Infrastructure & services

Service integration (SIAM)
ITIL service transition
Network & WAN transformation
Workplace & end-user computing
Data centre & cloud migration
Multi-vendor management

Aa Languages

English C2
Brazilian Portuguese C2
Hebrew B2 Spanish B2
Italian B2
Hungarian A2

AUTHOR & FOUNDER



BOOK · AMAZON, 2026

From Project Manager to Delivery Leader

A practical guide for project and programme managers

How experienced managers move from task ownership into true delivery leadership.

KEEDD LABS · FOUNDER & LEAD FACILITATOR

Delivery Leadership Live Labs

Facilitator-led workshops built on the book for project managers, PM communities and programme teams. 2026 sessions in Budapest, Vienna and Belgrade.

keeddlabs.co

CONNECT

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