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NOTE.—Understatement or failure to give a full description may result in penalties and/or the seizure of the parcel.

Signature and Address of Sender  
**Ken Pemberton**  
**6 Heather Croft West**  
**Bridford Nottingham NG2 7RY**

TY4410 P.L.

## *Transcript of Preliminary Interview held with Candidate*

The following is the transcript of an interview held with a candidate applying for a position at your company. The candidate apparently did not feel like drafting a boring curriculum vitae document, given his staggering experience within the IT industry, and decided that submitting this transcript would be more effective. Less professional, certainly, but much more fun.

**Interviewer** : ***Hello, welcome to our company. What's your name?***

**Ken** : Ken Pemberton, sir.

**Interviewer** : ***Please don't call me sir. I'm a woman.***

**Ken** : I'm so sorry, I once worked with a woman who made me call her Sir. What would you like me to call you?

**Interviewer** : ***Royal Empress.***

**Ken** : Oh, ok. My name is Ken, Royal Empress.

**Interviewer** : ***So tell me a little about your demographics, Ken.***

**Ken** : I'm a British citizen, resident and passport holder, and have a full UK driving license.

I live at:

6 Heather Croft West, Bridgford, Nottingham, NG2 7RY

My contact numbers are:

Direct +44 115 871 2810

Home +44 115 921 7673

Mobile +44 782 448 5305

My email address is:

[ken@pembi.net](mailto:ken@pembi.net)

**Interviewer** : ***Did your mom tell you to memorise all of that?***

**Ken** : Yes, I've been practicing all week.

**Interviewer** : ***Good on you. Now, tell me about your personal attributes in relation to your work.***

**Ken** : Oh, that's easy, Royal Empress.





I get on very well with colleagues and clients, and I'm highly skilled at turning a vague customer (whether internal or external) wish into a solid technical specification, then managing the development and implementation of the solution.

I'm extremely hard working, with an infectious can-do attitude and a passion for the job.

I am seldom happy with "good enough", and I'm always looking for ways of making things more efficient and effective, both within my own domain and for the business as a whole.

My personal mantra is "get the job done". That doesn't end with what's on my job description, it merely starts there.

**Interviewer** : **Wow, that sounds really impressive.**

**Ken** : Thank you, Royal Empress. I really am that impressive.

**Interviewer** : **And what are you looking for in our company?**

**Ken** : Well, money please, Royal Empress.

**Interviewer** : [*sighs heavily and takes slow sip of water. Well, colourless liquid in a tumbler*] **Yes, Ken. You do realize you have to work for money, right?**

**Ken** : Of course, Royal Empress. It was worth a shot though. My mom told me to try.

**Interviewer** : **Righty-o then. Back to my question, please.**

**Ken** : Ok. I'm looking for a post that will allow me to put my vast technical experience and management background to good use as an integral member of the management team.

Although I primarily see myself as a manager, organiser and facilitator, I do like to keep my hand in on the technical side and I'm not afraid to roll up my sleeves and get my hands dirty.

**Interviewer** : **And how exactly do you manage to achieve that?**

**Ken** : I'm an extremely highly experienced and proven leader of technical projects, people and teams, with very good communication and interpersonal skills. At the same time I keep a keen eye on commercial matters.

While I am primarily an IT and systems specialist, it is very much with a practical focus: exciting new technologies are all very well, but if they don't add value in some way, they have no place in my business.

**Interviewer** : **And what is your current position?**

**Ken** : I'm IT Director of OutNow Entertainment (formerly MyMovieStream) Limited since late 2004, and a co-founder of the company.



I'm responsible for every IT-related aspect of the business, including:

- specification & procurement
- design, development and maintenance of the bespoke systems and services
- overall IT planning and strategy
- e-commerce & network strategy
- control over third-party suppliers and contractors
- IT personnel management

On top of the customer-facing websites, I've also been responsible for the bespoke CRM and CMS systems, from design to deployment and beyond.

**Interviewer** : **Goodness, how do you manage to speak bullet points?**

**Ken** : It comes with successfully managing teams of developers for many years. They all speak funny.

**Interviewer** : **Yes. [takes another slow sip of the colourless liquid in the tumbler] Now tell me more about what OutNow does.**

**Ken** : OutNow is the UK's third largest DVD rental-by-post service, was rated the best in the land in *WHICH?*, and powers <http://www.outnow.co.uk>, <http://www.lidlmovies.co.uk> and <http://www.empiremovieclub.co.uk>, with another brand coming online soon.

**Interviewer** : **Impressive. What do you think was your greatest contribution to making OutNow so successful?**

**Ken** : I would have to say the brilliant work I did to optimise and streamline business processes, increase productivity, manage loss and reduce costs.

**Interviewer** : **Can you give an example of how you did this?**

**Ken** : For sure!

With my design, OutNow were the first DVD rental service to implement the dispatch of multiple titles per envelope, resulting in a saving of about one-third of our postal fees, our single largest cost-contributor. This change also reduced the envelope usage, which in turn reduced cost and waste.

It resulted in a lower damage-rate, as two or more disks together are stronger than one alone, which was another motivator behind the design.

It also gave us the opportunity to package a high-cost disk with a low-cost one, helping to level the cost of a lost envelope (the Royal Mail reimburses a fixed amount per disk lost).

Deep analysis of usage profiles, coupled with impact assessment studies, led to a robust





design that has held up for several years now; further modelling has shown that it's still optimal.

**Interviewer** : ***Tell me more about the business analysis portion of the position.***

**Ken** : Data modelling and pattern analysis have been an important part of this role, allowing me to pre-emptively identify problems and opportunities.

For example certain usage patterns may indicate an increased likelihood of imminent subscription termination. Raising the flag with the customer service and marketing teams (along with certain automated measures) gives the business a much better chance of retaining the customer and protecting income.

**Interviewer** : ***Wow.***

**Ken** : Yes, I really am that impressive, Royal Empress.

May I please have a glass of water?

**Interviewer** : ***Absolutely not. Now, I think I have a good idea of your strengths, but summarise them for me. I'd like to hear whether my water intake during the interview has affected my concentration.***

**Ken** : I have many strengths, Royal Empress, but the key ones are:

- Management of technical projects:
  - Software, systems, networks, servers, infrastructures.
  - End-to-end, from pre-requirement discussions to post-implementation support-plans and identification of future additional extensions and related opportunities. Project time-lines including contingency planning and deviation resolution plans.
  - Provisioning and scheduling of both internal and external resources, including third-party suppliers and sub-contractors.
  - Cohesion of geographically diverse sites and teams across time-zones.
- Management of people.
- Innovative thinking, taking the initiative with ideas and suggestions for improvement.
- Clear communication skills, from non-technical customer interaction, to technical team, to board level.
- Expert-level software, server, network, infrastructure and system design & development skills.

**Interviewer** : ***Seriously, your fluency in bullet-point language is startling. As are your strengths.***

**Ken** : Thank you, Royal Empress, I know.

**Interviewer** : ***Let's take a break for 10 minutes while I go refill my water glass.***



At this point the Interviewer left the room to fill her water glass from the bottle in her bottom desk drawer. The candidate was left alone in the room and was carefully observed through a one-way mirror by a panel of behavioral experts. Their summary is as follows:

The candidate presents as extremely capable, confident and professional. He did not exhibit any objectionable personal habits when thinking he was alone in the room, a strange occurrence indeed for an IT professional. This demonstrates great personal fortitude and good breeding, and obviously his mom has done a very good job indeed.

His consistent tapping on the table with all 10 fingers demonstrates a deep-seated need to be in front of a keyboard at all times. It was impossible to see what he was typing as his fingers were moving too fast. He appears to be genetically engineered for any and all computer-related work.

The candidate is highly articulate and appears to be extremely intelligent. He obviously has a solid grasp of advanced IT as well as business concepts, and vast experience in implementing these successfully.

The Interviewer re-entered the room and the interview continued:





## *Continuance of Preliminary Interview held with Candidate*

**Interviewer** : ***Hello, welcome to our company. What's your name?***

**Ken** : It is still I, Royal Empress, Ken Pemberton.

**Interviewer** : ***[perks up visibly and smiles for the first time during the interview] Oh, yes indeed! I was afraid you'd been replaced by another candidate. Obviously the Watching Panel gave you the thumbs up.***

**Ken** : Um, what do you mean 'Watching Panel'?

**Interviewer** : ***Nothing! We'd of course do no such thing without your permission! My! Where did you get such an idea?***

**Ken** : Um, ...

**Interviewer** : ***Now stop wasting time. Give me a short summary of your previous employment.***

**Ken** : Oh, ok. Very shortly:

Dec 2004 to present: OutNow Entertainment (formerly MyMovieStream) – IT Director.

Dec 2002 to Dec 2004: SACO Systems – General Manager, Head of UK Operations.

Sep 1999 to Dec 2002: SACO Systems – Software and IT Systems Manager.

Mid 1987 to Sep 1999: SACO Systems – Developer/Analyst.

Sep 1986 to mid 1987: Control Instruments Johannesburg – National Computer Support Consultant.

Jun 1984 to Sep 1986: Control Instruments Durban – Internal Programmer.

Mar to May 1984: Control Instruments Durban, South Africa – Software Consultant.

**Interviewer** : ***Goodness, you've been working longer than I've been alive. Why would this be a benefit to us?***

**Ken** : As Your Royal Empress will find out, age begets experience, which begets intuition, which begets wisdom. The successful merging of scientific IT systems with the often abstract world of business requires all three of these qualities. Luckily I have them in abundance, and have a string of concrete examples backing it up.

A True IT Professional such as myself never, ever loses their energy behind a keyboard. I unequivocally have a greater thirst for knowledge, technology, systems and processes than I did 20 years ago, and a far more advanced ability to integrate them all.

Seriously, why would anyone want anyone younger?



**Interviewer :** *I don't. It's just that everyone yacks on about older IT professionals and I really don't get it myself. Anyway, tell me in more detail about your position at SACO – it looks like you spent most of your working life with them.*

**Ken :** Yes, I certainly did.

I was Head of SACO's UK operation from late 2002 to late 2004. SACO supplied and maintained Scottish Courage's Container Tracking System.

The Scottish Courage system was developed by SACO specifically to address the problems of beer keg/cask deliveries, theft and other abuse. It is based around the Philips HITAG RFID chip, with custom-designed fixed and portable read/write units, a large software suite, and a massive database. Approximately 1.8 million containers were tagged. I was involved in the project from inception.

I was responsible for all aspects of the UK operation excluding legal/financial matters such as taxation, in charge of a small team of technical support staff, and represented SACO's interests in Europe. Primarily I managed new projects from end to end, and ran the support of existing installations. Aside from technical matters, I was responsible for the operational budget and finding ways to improve financial performance.

**Interviewer :** *And prior to moving to the UK?*

**Ken :** Prior to being transferred to SACO's UK operation, I ran the Software and IT departments at SACO's Head Office in Johannesburg. SACO's South African operation primarily addresses the Time & Attendance, Access Control, Security and Asset Tracking markets.

**Interviewer :** *What were some of your achievements there?*

**Ken :** One of my innovations at SACO was the design and development of the Remote Clocking Database (RCD) module, enabling deployment of centrally managed Time & Attendance and Access Control to remote rural areas with unreliable communications infrastructures. This increased SACO's sales opportunities and was key to landing several new accounts.

I was able to implement systems and processes at SACO that helped the HR and Finance departments keep better track of resource utilisation and project expenditure, saving them hours of effort daily. This basically entailed replacing a paper-based job-card and budget-management system with a bespoke computerised one, and also gave us the ability to forecast upcoming manpower, stock and resource requirements. Apart from the savings and benefits to the administrative departments, it also saved time and frustration for the engineers and technicians, who all hated paperwork anyway.

This was not a company-sanctioned project, but something I instigated within my team as a "hobby-job". It was subsequently adopted company-wide.





**Interviewer** : ***Goodness, but this certainly has been one of the best interviews I've conducted in my entire career.***

**Ken** : Thank you, Royal Empress; I too have enjoyed it tremendously. Speaking about myself has made me realize how incredibly talented I am, and what an asset I will be to any company.

Thank you sincerely for the opportunity to impress you and the Watching Panel.

**Interviewer** : ***What Watching Panel?***

**Ken** : Good-bye, Royal Empress.



## NOTES

When the interview came to an end, the Interviewer found the following doodle on a piece of paper. The Interviewer does not believe that the leaking pen should be held against the Candidate, or that his character should be judged upon it.

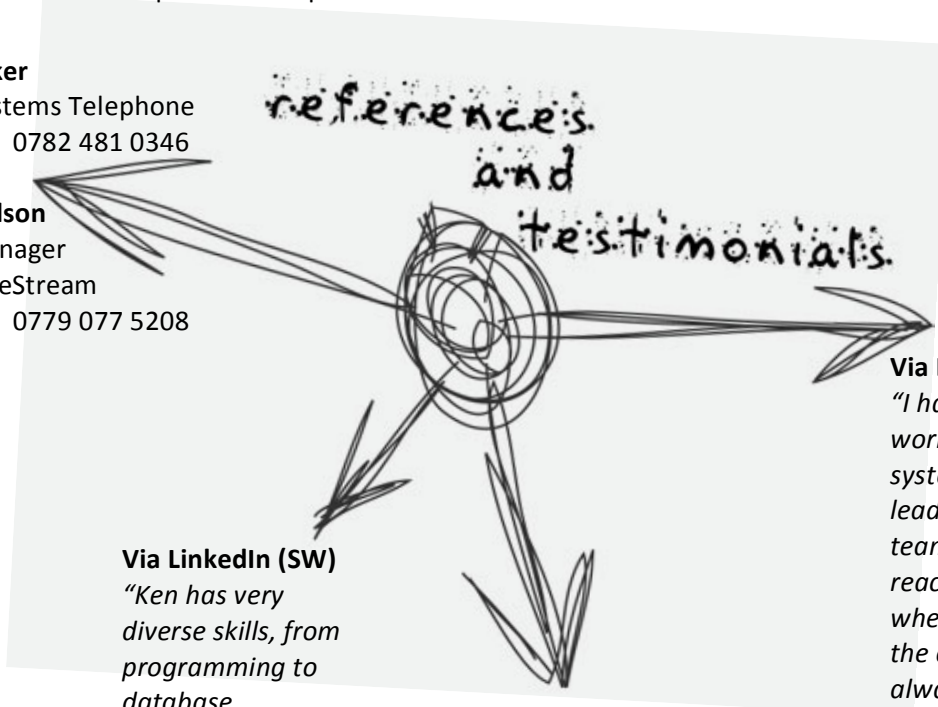
The Candidate also spoke of his References and Testimonials with great enthusiasm and confidence. It is therefore the opinion of the Interviewer that Ken is completely confident of the feedback from his professional peers:

### Phillip Walker

Ex SACO Systems Telephone  
Telephone : 0782 481 0346

### Matt Nicholson

General Manager  
Ex MyMovieStream  
Telephone : 0779 077 5208



### Via LinkedIn (SW)

*"Ken has very diverse skills, from programming to database administration to business analysis, a very resourceful person who is not afraid of hard work and tight deadlines. An excellent guy to have on your team."*

### Via LinkedIn (Matt Nicholson)

*"Ken has the rare gift of being able to explain IT to Business people and to understand business from an IT perspective. He is a dedicated and talented guy who can lead or fit into a team to maximise results. I would have no hesitation about recommending Ken to any business where technology is fundamental to that business."*

### Via LinkedIn (JF)

*"I had the privilege of working for Ken at SACO systems. He was a great leader who inspired his team to work hard and reach achievements that where to the benefit of the company. He was always easy to talk to and always had a vast range of knowledge that he passed on very willingly. I welcome the opportunity to work with him again one day."*

