

## Overview

I am an experienced Interim C-level technologist who has an extensive history of delivering leading-edge technology and change, in many organisations, globally.

Notable headlines include:

- Led digital transformation of a PE-backed household name, increased ROI, replaced inefficient offshore partner, delivered new products to market.
- Delivery of a media platform generating 400% increase in revenue and adding 3x the number of syndicated partners in the first year.
- Complete replacement of the entire platform for an international gaming company, leading to 30% increase in player numbers and reduced churn.
- Full architectural design, development, and engineering of a radically new AI-based product in the public affairs sector
- Invigorating and scaling a failing technology organisation, revising architecture, simplifying SDLC and bringing the delivery roadmap back on-track. Many examples across multiple companies..
- Successful migration of legacy stacks to cloud-native infrastructure, ensuring best-practices were adopted and embedded in the organisation.

I take the lead and motivate my teams by gently but firmly pushing the boundaries of the current status quo, continually supporting them, and challenging them to deliver on the product and technology roadmap. I pride myself on engaging in clear and open communication with everyone I interact with.

As a creative and strategic thinker, I develop pragmatic strategies and put them into action, with a focus on achieving the corporate goals.

I have successfully completed many assignments within a variety of industry sectors, from banking through to gaming, media distribution, e-commerce, fintech and insurance.

I am a cloud-first and AI advocate but balance technology adoption with the needs and objectives of the organisation and its stakeholders. With my background as an engineer, I enjoy staying close to the technology but focus on guiding my teams in the right direction, rather than dictating solutions.

## Assignment History

### **Consulting CPTO and Engineering Advisor - Xenias: August 2022 - Present**

Working with multiple clients on technology transformation and restructure, delivery improvement, cloud migration, architecture & governance, and development.

#### *Cloud Adoption and Migration*

Designed, planned, and executed the cloud adoption strategy for an offshore gaming operator, moving core services to AWS. Operational costs reduced by 30%, customer security was improved, and deployment automation issues addressed.

*Post-Acquisition Assessment & Rationalisation:*

Full review of product and tech landscape; technology, culture, external partners, ways of working, delivery, finance. Early presentation of initial findings followed by more detailed proposal to streamline and consolidate, ensuring the prod and tech organisation was able to achieve the investor's objectives.

*Restructure & Transformation*

Advice on organisation, management, and structuring of the Company's Product & Technology Teams. Restructuring and improving the cloud-based infrastructure. Facilitating a structured and timely approach to the delivery of an appropriate Infrastructure as Code & Disaster Recovery Strategy where none existed.

*Hands-on Product Development*

Architected, engineered, and delivered an AI-based, fully cloud-native, scalable online SAAS product.

**Group Director of Digital Product Engineering – The AA: Nov 2021 – July 2022**

I transformed the digital product organisation by reducing bureaucratic practices and improving overall productivity. Headcount costs went down by over 30% and productivity increased by 50%. I supported product and tech to make data-driven decisions and focus on generating outcomes that aligned to the PE investor objectives.

**Consultant - Xenias: June 2020 – Oct 2021**

I advised several corporations on product development, technology, architecture, design, cloud migration, compliance, transformation, and change. Sectors covered by these projects include B2B media (PAAS & SAAS design), gaming (compliance and data replication) and e-commerce.

**CTO – ProSiebenSat1 Digital GmbH: Oct 2018 – June 2020**

I addressed failing projects, poor management, lack of direction, low morale, and questionable technology choices within Germany's premier live and OTT broadcaster. Within the first year, viewer reach was up by over 20%, exceeding board objectives, and B2B revenue increased over 400% as the result of my championing and delivering an end-to-end cloud-native media syndication platform.

I was appointed Head of Cloud Adoption & Governance for the parent company Seven-One Entertainment. I drove up-skilling initiatives and cloud migration strategies that resulted in a 20% YOY reduction in onsite infrastructure costs and almost 100% uptime of critical services.

**Head of Product Engineering - Michelin: Apr 2016 – Oct 2018**

I built and led the teams that re-engineered the entire product portfolio architected on AWS, encompassing B2C, B2B and B2B2C streams. 'Bookatable by Michelin' subsequently expanded into new markets across Europe.

I achieved my goals with a 2x expansion of the product and engineering function inhouse and near-shore, the introducing a change in the ways of working, and building cross-functional product engineering teams that delivered with enthusiasm and energy to drive business-value.

**Head of Product Engineering - Bodog Global Sports: May 2014 – Mar 2016**

I rescued a long-failing initiative to build and deliver a complete replacement of the existing product portfolio for one of the world leaders in online gaming.

This included a rapid scaling (200%) of the engineering and product function, automation of previously manual and unreliable processes, rationalising the application portfolio, improving communication and collaboration in a globally distributed organisation to deliver on a new product roadmap to a very tight timeline.

The services and systems were completed and released as planned. Subsequently trading volumes and revenue increased by 30%

**Associate CTO - Think Finance: Feb 2013 – May 2014**

Given both tactical and strategic objectives by the Board, to deliver a new B2C product by a specific date, I reinvigorated 'Product&Tech' by focusing efforts where the need was greatest, reorganising and streamlining the delivery pipeline, fostering a culture of quality, data-driven decision-making, ownership, clarity, and innovative thinking.

I introduced a product led culture using agile practices and support systems, minimised admin and increased visibility and accountability, promoting internal collaboration that improved quality, delivery, and the general motivation of the team.

**Head of Web Services – Jagex Games Studio Limited: July 2012 – Feb 2013**

I led the team of 150+ engineers responsible for building and maintaining all non-game play technology for over 200M active accounts.

My team released a major new game based on a globally dominant brand in December 2012. I drove through significant change in difficult circumstances and a short timeframe to meet the Closed-Beta deadline.

**Development Manager – Worldpay: May 2011 – June 2012**

Owning the capacity and performance of the gateway. A 300% increase in throughput was achieved as a result of my initiative to rearchitect the database layers and increase the horizontal scalability of the platform.

I led the redesign of the card acceptance pathway and the integration of Alternate Payment Methods. Worldpay was subsequently voted as the 'Best Alternative Payments Programme' at the 2012 Card & Payments Awards.

**CEO/CTO – Kwari**

FinTech Multiplayer Online Game, from concept, raising investment through to go-live

**Managing Director – LVS**

Sportsbook Development and Operations

**Consultant Engineer – Merrill Lynch, Credit Suisse, Morgan Stanley, RBC**

Credit Derivatives and general Fixed Income modelling and trade processing