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I'm a software industry professional with deep experience in CTO/CIO roles and organisational transformation projects focused in the Agile space, mostly with SME software businesses and agencies. As somebody who’s moved management roles fairly regularly during my career, I’m well-versed to entering a new business, spotting the organisation and technology issues very quickly, and moving fast with a resolution plan.

I've also had a lot of experience in implementing Agile both from scratch and when changing from a classic project management structure. I'm a pragmatist, so can help with many of the common issues found when adapting Agile to the real world, using a business-first mindset.

# Career to Date:

## Dec 2015 – Mar 2017: Interim Consultant Somo Global

**Running transformation programmes in mid-sized mobile software business**

* Designed and implemented transformation programme to reduce cost of sale by significant percentage, which included the following elements:
	+ Agile delivery model optimised for professional services business
	+ New roles & responsibilities, tools and training for Development, Project and Product Management departments
	+ Up-to-date and fit-for-purpose technical models in Development teams (CI, TDD, cross-skilling, support for innovation, etc.)
	+ Introduction of ramp-up times, resource pooling, fixed iterations and other changes to greatly reduce wastage of resources
	+ Consistent approach to Project Management including tooling, processes and reporting
	+ Building new delivery teams for Tier 1 clients such as HSBC, Volkswagen Audi Group and Goldman Sachs
* Designed and managed transformation programme to increase revenue, including these streams:
	+ Creation of outbound sales and marketing strategy
	+ Re-definition and clarification of value proposition and markets addressed
	+ Packaging of discrete projects into repeatable, scalable product propositions
	+ Scalable engagement model with Systems Integrators and other partners
	+ New real-time Management Information suite reporting on key business metrics
	+ Creation of appropriate knowledge management repositories and tooling

## Mar 2014 – Nov 2015: CIO Arts Alliance Media

**Responsible for transforming software development function in cinema software business**

* Restructured teams (rebuilt QA department, hired managers, re-assigned developers, introduced matrix structure)
* Ran 50+ managers, developers and testers across 12 products
* Introduced Scrum, TDD, pairing, simplicity-first, CI, CD and a much more innovative mindset
* Built PMO
* Streamlined technology choices to core set, resulting in cost savings in training, resourcing & hosting
* Improved throughput and quality by setting up standard operating processes with other departments (Operations, IT, Product and others)
* Sourced and set up outsourced partner to handle products in maintenance mode, freeing up internal resource for new builds
* Planned and delivered major micro-service based platform in 8 months to drive new business arm
* Delivered new mobile versions of key products
* Delivered new cloud-based monitoring platform hooked into globally distributed agent network

## Jun 2012 - Dec 2013: Director of Applications & Data Dentsu Aegis Network

**Responsible for change programme in business application development (EMEA region)**

* Overhauled Agile organisation
* Defined and governed a blended in-house / offshore development & support model
* Fully planned near-shore Solutions Delivery facility - projected 2-year savings of over £4M
* Planned and delivered Technical Implementation department to ensure technology solutions promised in global pitches were appropriate and profitable
* Led onshore / offshore PMO, development, data and support teams averaging 80+ heads
* Responsible for 2nd and 3rd line application support including implementation of ITIL v3
* Major projects delivered (using Microsoft stack) included:
	+ Global enterprise-wide Business Intelligence & Reporting platforms (10,000 users)
	+ Global campaign planning and reporting platform (15,000 users)
	+ Global MS Sharepoint intranet covering 80 countries (20,000 users)
	+ Applications element of IT Transition from 38 EMEA territories to single London datacentre
	+ End to end campaign optimisation and management platform for out-of-home
	+ Extension and localisation of Australian direct response planning platform for UK market
	+ Procurement of global Learning Management, Contracts Management, and other COTS platforms
* Developed relationships with key platform vendors such as Microsoft, Google, and MediaOcean
* Full responsibility for business application development and maintenance budget across UK

## Jan 2010 - Jun 2012: CTO I Spy Marketing & Upcast Social

**Responsible for delivering technology strategy and co-founding a saleable technology business**

**I Spy Marketing** – now purchased by Dentsu Aegis Network - was a full-service digital marketing agency covering clients such as Google, Vauxhall, Bauer Media, Hormel Foods and Dunhill.

* Managed production of all technical output including mobile apps, sites, SEO, website optimisation
* Ran outsourced IT and procurement, working in partnership on many upgrade projects
* Managed IT budget to achieve zero cost growth while number of FTEs grew by 60%
* Managed strategic partnerships with all technology suppliers including Google and Facebook
* Produced RFP responses, data protection analysis, DR, and information security
* Full due diligence response for successful acquisition by iProspect (part of Dentsu Aegis Network)
* Built a new technology business unit from scratch – *Upcast Social –* described below

**Upcast Social** – now acquired by MediaMath – designed, built and ran a Facebook ad management platform servicing agencies and corporates such as Publicis Group, Havas Group, GM and William Hill.

* Board member of business, working alongside investors and MD to define commercial model
* Negotiated and ran acquisition of pre-funded technology startup business to acquire team and IP
* Opened and ran relationships with key suppliers and customers e.g. Facebook and Publicis Group
* Completed development of core platform (high-traffic cloud/SaaS system using LAMP + Symfony)
* Managed technology budget to deliver product using 40% less resource than planned
* Delivered product demonstrably superior to majority of 30+ competitors, many with better funding

## Apr 2009 – Dec 2009: Development Manager (Contract) Leftfield Digital

## Sep 2007 – Apr 2009: Development Manager TradeDoubler

## Nov 2005 – Sep 2007: Software Development Manager SciVisum

## Jun 2004 – Nov 2005: Senior Developer / Team Leader MotorTRAK

## May 1998 – Jun 2004 : Senior Developer / Team Leader RedEye International

## Oct 1996 – May 1998: Lead Developer EMAP Media Group

## Oct 1995 – Sep 1996: Student (MSc 3D Computer Graphics) University of Teesside

## Dec 1994 – Oct 1995: Software Developer AXA Equity & Law International

# Some relevant training & qualifications

PRINCE2 Practitioner

ITIL v3

CSM

Programme and project management / governance using PRINCE2, Scrum and other Agile variants.

Risk Management, Risk Mitigation, Compliance, Security, ISO 27001.

SL-II Situational Leadership training, Clifton Strengths Finder, 1-2-1 strengths coaching.

# Higher Education

MSc in 3D Computer Graphics (Distinction) - University of Teesside

BSc (Hons) in Computer Science - University of Newcastle upon Tyne

References available upon request