

## SUMMARY

20+ years experience as a C-level Technology and Data Science Executive building and growing successful, profitable companies globally. Direct multi-million dollar bottom-line revenue contributions creating and leading teams (startups to 90+ staff) delivering product and new capabilities for organizations. Strong hands-on experience in agile/lean software development, product management, data science, systems and organizational design, and architecture. Industry experience in fintech, travel, online gaming, SaaS, consulting, and campaigning.

## SELECTED WORK EXPERIENCE

### **Vice President, Data** 2017 – 2018

#### **Traveloka Pte Ltd**, Singapore

Lead 90+ person team for the SE Asian travel unicorn, heading Data Science, Platforms, Economics, Analytics, and Machine Learning and AI across Traveloka's 17 businesses in six countries. Built new data products and capabilities to make better decisions faster, create long term competitive advantage, and a more data-driven, evidence-based, decision making organization. Set strategy, re-structured team, built out leadership bench, and re-aligned team strategy for business outcomes.

- Demonstrable, bottom-line impact within first 10 months with production deployment of ML models and automated analytics contributing \$40M+ USD across multiple areas including marketing optimization (Multi Touch Attribution, MMM, saturation), fraud detection (including lower defection rates), customer service amelioration, and credit approvals
- Reduced ~64% of data quality issues the organization was experiencing, moved to real-time data ingestion and in-flight data checking/alerting, enhanced and rebuilt trust in Team reporting, analyses, and recommendations as well as moving into compliance with PDPA/GDPR
- Radically reduced time to production for machine learning models from months to weeks through a reproducible research ML Pipeline framework, standardized data science process, customer level feature store, and automated Kubernetes deployment
- Drove rationalization of organizational metrics across to come up with a consistent, common view for organization and business units trackable, meaningful, and actionable metrics
- Overhauled A/B Testing framework and automation and integrated into product platforms and processes to drive evidence-backed decisionmaking

### **Managing Director** 2013 – 2017

#### **Pivotal Labs APAC**, Singapore (*formerly Neo Innovation APAC*)

Led and grew underperforming APAC practice from four person team into a Asia's go-to Agile development and innovation studio powerhouse: 25+ billable staff, \$10M+ USD in revenue, and industry-leading margins in under 2 years. Pivotal acquired Neo in Feb 2016.

- Developed and launched several prominent SE Asian SaaS/B2C/B2B startups that were acquired or IPOed including PIE (acquired by Google), Luxola (acquired by LVMH), Viki (acquired by Rakutan), Fastacash (IPO), and others.
- Built high volume, distributed, financial transactions systems, including a \$2B/day settlement and clearing system for Asian division of a Tier 1 global bank, the online business tax filing system for

a major SE Asian government, and new fraud detection capabilities for Indonesia's largest payment processor

- MVPed and scaled Singtel's big data and analytics business DataSpark, processing very large volumes of heterogenous data and providing predictive analytic insights deployed across telcos in Singapore, Thailand, Indonesia, and the Philippines
- Stood up Samsung SE Asia's Data Science and Analytics capability, designed and implemented streaming ingestion, ELT/ETL, data lake, pipelines, datamarts and BI tooling

#### **Director of Information Technology** 2006 - 2009

**Amnesty International – International Secretariat**, London, UK

Led global technology team and acted as CIO for the world's largest and most important human rights organization overseeing Application and Product Development, NOPS, DevOps, Infrastructure, and Support for 70+ offices and 5000+ staff with a budget of only \$5M USD

- Gained executive board stakeholder support, approval, and funding for major strategy and product overhauls of existing IT initiatives to drive more effective campaigning and global technical operations through a major Digital Transformation initiative aligning AI's 70+ offices
- Introduced new development methodologies to de-risk software delivery, reduce complexity, and drastically cut software development and maintenance costs
- Pioneered new digital campaigning and rapid response capabilities creating vastly more effective lobbying and advocacy for global issues and crises
- Successfully delivered an award-winning technical and product overhaul of Amnesty's global flagship site [amnesty.org](http://amnesty.org), new ERP system, worldwide Human Resources systems, global DAMS, enterprise search services, and data collection and analytics system

#### **Director of Business Intelligence and Analytics** 2003 - 2006

**Lancashire Finance (Riptown Media)**, Vancouver, Canada

Founded team and grew department to provide executive level (CEO, GM, CFO, CMO) strategic operations analytics, data science, and intelligence to drive actionable business decision-making for a \$500M/yr entertainment and online gaming conglomerate.

- Built and managed high-performance department from scratch to 12 personnel adept at rapid execution of adhoc analyses while conceiving of and carrying out imaginative, longer-term data science projects to drive understanding, capitalize on new opportunities, and improve organizational decision-making capability
- Created and fostered an environment of data-driven and evidence-based decision-making across the organization, directly contributing to \$36.5M being added to the company bottom line from analytical opportunities
- Team built out global datawarehouse and ingestion/ELT/ETL, streamlined self-service analytics for advanced users, and pioneered complex, strategic data science products and analyses for company using advanced mathematical modelling, machine learning, data mining, and simulations
- Delivered critical operational analytics and technology improvements including affiliate reporting and management system, marketing tracking to optimize spend vs ROI performance, automated customer profiling and segmentation, predictive modelling on customer retention rates, churn, win-back and lifetime value models

#### **Directeur Technique (CTO)** 1998 - 2002

**Michel Dyens Investment Bankers**, Paris, France

Led IT for France's 6th largest private investment bank handling all technology operations. Chief technical advisor for bank's VC incubator and investment group and acted as startup CTO on numerous funded startups while building out execution teams.

- Led complete modernization and overhaul of bank's core IT infrastructure and security, systems, modern application development practices, and operations
- Launched bespoke applications for Mergers and Acquisitions, dramatically increasing M&A deal throughput and activity (+80%) - and directly contributing to increased bank revenues of an average 30% year-over-year during tenure
- Advised on funding of startup investments for bank's Venture Capital arm, acting as startup CTO and bank's chief technical advisor for numerous French startups in the bank's technology incubator and investment portfolio including F1Live and directpanel

## ADDITIONAL WORK EXPERIENCE

### **Interim Head of IT and Research Operations (contracting)** 2011 - 2013

**Institute for Sustainable Futures**, Sydney, Australia

Managed IT, project operations management, and application development for the University of Technology's global consulting research thinktank

- Managing overall project portfolio P&L and delivery, high level client management, productization cross-sell opportunities, and shared oversight of business development activities and business development pipeline
- Primary responsibility for platforms, IT initiatives, technology operations, and data and predictive modeling-focused projects and deliverables

### **Director of Online Campaigning and IT** 2009 - 2011

**GetUp**, Sydney, Australia

Senior director responsible for online campaigning, digital, and technology of numerous \$1M+ social and political advocacy campaigns that drove national change in Australia.

- Membership doubled during tenure to over 1M with substantive improvements in action rates and increased donation repeat rates for both low- and high-barrier campaign asks, as well as lower across-the-board abandonment rates
- Led and contributed to high-impact rapid-response campaigns, concept development, and creation of technology and analytics platforms for driving action and campaign success
- Re-architected core technology platform and flagship site on rapid-response campaigning, and high speed, large volume mailings and social media to drive campaigning actions
- Established a culture of evidence-based and data-driven decision-making through metrics, testing, and analysis to maximize campaigns effectiveness, donations, and reach

### **Evolution Architect** 1995-1998

**Bowne/Immersant (formerly Quadravision)**, Toronto, Canada/New York, USA

Solution architect and portfolio project manager directing product design, implementation and execution of multiple project teams of between 5-12 engineers, designers, and product managers on complex, multi-lingual banking, brokerage, insurance, and eCommerce Fortune 1000 sites in North America.

- Built first generation of four out of the Big Five Canadian banks' online banking systems and several well-known North American insurance and brokerage sites
- Key driver in developing Quadravision product and value offerings through to its eventual acquisition by Bowne Corporation, including architecting and developing Quadravision's patented personalization engine and Evolution analytics platform

## VOLUNTEER AND PRO BONO EXPERIENCE

### **DataKind, Singapore** 2014-2015

Co-founder and Director of Operations of one of the five global DataKind data-science-for-good charitable hubs for global organization.

### **Amphibian Ark International, Australia** 2013-2017

Architected and built worldwide species assurance and tracking system to coordinate conservation, survival and reintroduction of critically endangered species.

### **Taronga Zoo, Australia** 2010-2012

Activism campaigns coaching and strategy assistance in launching the new campaigning department and capabilities at Australia's largest zoo.

### **LeadNow, Canada** 2009-2011

Founding technical advisor and hands-on strategist for rapid launch and build out of Canada's first online citizen campaigning organization. Built in Canada while living in Australia.

## TECHNOLOGIES

**Languages**    **Elixir** Phoenix  
                  **Python** Django/Flask  
                  **Ruby** Rails/Sinatra/Padrino  
                  **Go**

**Data Science** Python, R, JupyterLab/Cloud Data Lab  
Most standard ML libraries (  
Google Cloud and AWS data science environments

**DevOps**        Amazon AWS and Google Cloud Platform ecosystems and delivery  
                  Varied deployment and orchestration tools, CI/CD pipeline setups  
                  Most major cloud, open source, columnar, cache, and key value datastores at  
                  scale incl. BigQuery, BigTable, DynamoDB, Aurora, Redshift  
                  Data engineering of streaming/batch pipelines, datalakes/stores, ingestion,  
                  ELT/ETL pipelines, feature stores/datamarts, Kafka, GCP Pub/Sub, GCP Dataflow  
                  REST, GraphQL, CQRS, and microservices implementation experience

## EDUCATION

**MSc Information Technology**, 2003 University of Liverpool  
**Honours BA, Economics and Political Science** 1992 Western University

## LANGUAGES

**English** native, **French** advanced, **Spanish** proficient, **Bahasa Indonesia** basic (studying)

## CITIZENSHIP AND RIGHT TO WORK

Dual Canadian/British citizen (can work in EU and NAFTA without visa)  
Singapore Employment Pass (to Oct 2019)