

CIO | VP | DIRECTOR OF INFORMATION TECHNOLOGY

- IT Strategy & Execution • Strong & Broad Hands-On Technical Expertise • Innovation, Creativity & Entrepreneurship
- Client & Vendor Relationship Management • Portfolio & Financial Management • M&As / Global IT Delivery & Outsourcing
- Consulting Services & Business Development • Project Management & Agile Delivery

SUMMARY

Results-driven IT leader with a proven track record in driving organizational transformation and adopting Agile practices to optimize processes and team performance. Known for transforming traditional frameworks into agile, high-performing ecosystems that foster adaptability and efficiency.

- **Digital Transformation Expertise:** Skilled in steering comprehensive digital transformation initiatives that redefine business landscapes, enhance digital capabilities, and deliver measurable outcomes. Adept at managing complex M&A integrations and technology transitions, ensuring seamless alignment with business goals and maximizing ROI.
- **Innovative Leadership:** A champion of practical innovation, guiding research and development with a results-oriented mindset. Creates a culture of creativity, spearheading cutting-edge projects that leverage technologies such as AI, ML, quantum computing, cloud computing, and cybersecurity to drive business value.
- **Team Building & Development:** Recognized for building and leading diverse, high-performing teams by blending tactical engagement with strategic foresight. Focused on developing infrastructure and software expertise, fostering a culture of excellence that enables individuals and teams to exceed expectations and deliver outstanding results.

PROFESSIONAL EXPERIENCE

IFDS / SS&C Technologies, Toronto, ON

Jan 2015 – Present

International Financial Data Services (IFDS) is one of the fastest growing suppliers of IT and outsourced administration solutions to the financial, banking, and insurance industry world-wide. 2020 update: SS&C Technologies has acquired the IFDS IT group.

VICE PRESIDENT (Product Engineering and IT Transformation)

Recruited to revitalize an underperforming IT organization and lead the execution of a comprehensive digital transformation strategy. Directed the Product Engineering team through transformative initiatives, enhancing the SDLC and embedding Agile methodologies. Simplified IT processes by applying SaaS software engineering best practices, advancing adoption of AI/ML and cloud computing technologies, and embedding robust security protocols across both application development and infrastructure management.

Selected Accomplishments

- **Committed to partnership.** Built partnerships and worked inclusively to achieve shared objectives inside and outside IT. Key relationships with Product Marketing and Communication, HR, Finance and Client/Dealer Relations have restored reputation of the IT organization and resulted in stronger and more effective collaboration between business and IT.
- **Fostered a cohesive culture.** Hired to bring disparate product teams together through decisive action. Led highly positive reorg, focused on strategic theme of operational excellence. Led a number of successful M&A/post-merger integration and transformation efforts. Held regular townhalls, listening to everyone and ensuring we selected or designed the best process, not the most popular one. Leveling job titles, salaries, roles and responsibilities also helped. **Results:** 15% people in new positions, fewer management layers, and deep staff loyalty.
- **Brought best practices for IT.** Unified IT groups, including internal and offshore vendors, under streamlined agile processes, such as QA, Release and Support Management, Incident and Defect Management, with a strong emphasis on built-in security, leading to a significant reduction in security vulnerabilities. Working closely with InfoSec on reporting, analysis and remediation, while enhancing system upgrades and integration to drive efficiencies in a rapidly expanding enterprise. **Results:** Released twice as many products per cycle with 17% higher release scores.
- **Next Generation Application Development.** Spearheaded the research and development of new unique frameworks and tools to improve the software development and release processes (e.g. unique Unit Testing Frameworks, Code Analysis, Platform Security, Software Metrics, etc.)
- **Innovation and R&D.** Launched the IFDS **CoLABorate** innovation center, a virtual community that connects employees across different disciplines. The community regularly shares ideas and code samples, builds on each other's experiments, conducts R&D projects using new technologies and prototyping unique solutions for client problems (AI/ML, Blockchain (Hyperledger), RPA (UIPath and BluePrism), etc.)
- **Leading Cross-Team Gap Analysis and Improvements.** Chosen by the Global CIO for strategic analysis expertise, provided pivotal guidance to teams across the US, UK, and Ireland in the context of M&A due diligence. Conducted comprehensive skills, processes, and technology gap analysis, resulting in a detailed remediation plan with actionable, measurable steps. This initiative streamlined operations and significantly bolstered team capabilities, fortifying the international divisions for seamless integration and navigation of future M&A challenges.

DENTSU-AEGIS / ISOBAR, Toronto, ON

Aug 2013 – Jan 2015

Dentsu-Aegis is one of the world's fastest growing media and digital marketing communications company operating in 82 countries around the world and headquartered in London, United Kingdom, and is a wholly owned subsidiary of Dentsu Japan.

VICE PRESIDENT (Isobar Technology & Innovation)

Recruited to oversee all research and innovation related to digital media and supporting infrastructure and software development practice, including discovering and implementing new technologies, achieving efficiencies from existing technologies, integrating third-party solutions and services and finding novel ways to provide value to Dentsu-Aegis' clients and partners. Responsible for the overall IT Digital Strategy, technology architecture, infrastructure, application development and operational support.

Selected Accomplishments

- **Cloud Infrastructure Optimization.** Laid the groundwork for a more reliable cost-effective web hosting for our clients moving from in-house to cloud IT-Infrastructure on Amazon AWS and retired several legacy applications. **Results:** Over \$250K in annual savings.
- **Thought leadership and innovation.** Spearheaded the creation of a Technology Incubation Centre (Isobar "We Innovate") dedicated to sharing expertise with other global R&D centers (MIT, Facebook) and developing innovative and unique digital solutions such as combining AI and IoT (Azure IoT and AWS IoT) and using beacon technology with RFID tags to offer consumers a more personalized, integrated experience.
- **Talent acquisition and professional development.** Hired and mentored a team of database, mobile and web developers in software development standards, SDLC, and project management for client-driven mobile and web applications.
- **Client Focused.** Implementation of a 7/24/365 client support structure including automated system outage notifications, a ticketing system for efficient problem management, escalation protocols and client communication procedures.

SYSTEMGROUP CONSULTING INC., Toronto, ON

Mar 2013 – Aug 2013

Established in 1994, Systemgroup Consulting Inc. is a Microsoft Certified Gold Partner and full-service IT software development and consulting firm headquartered in Toronto, Canada.

EXECUTIVE CONSULTING (Strategy and Product Development Group)

Contracted for six months to provide executive strategic consulting for Systemgroup's product/market expansion into the financial, banking and insurance sectors. Managed client interactions and large complex programs and initiatives (Power BI, SSRS and MS Azure SQL DB).

MANULIFE FINANCIAL, Toronto, ON

Jun 2012 - Feb 2013

Established in 1887, Manulife Financial is a leading Canada-based financial services group with principal operations in Asia, Canada and the United States (primarily known there by the brand name "John Hancock").

ASSISTANT VICE PRESIDENT (Global Corporate IT - Strategic Initiatives)

Recruited by the VP Corporate IT to develop, execute and maintain a practical and actionable global IT strategy to enable delivery of the corporate business objectives by working with various IT functions including Enterprise Architecture, Sourcing, Legal, HR, Audit and IT Risk Management. Led the business and IT organizations in moving to a model of using appropriate best practices for support and development of IT solutions.

Selected Accomplishments

- Led and collaborated on the business case development, prepared and evaluated RFI/RFP/RFQs, vendor selection and negotiations, and relationship management of several key global IT initiatives, licensing agreements and technology services contracts with a value of approximately \$20M.
- Led the development of corporate clients' multi-year business strategy by leveraging the Business Technology Strategy framework and using capability maturity assessments, process/capability mapping, capability prioritization and capability roadmaps.
- Fully accountable for managing the business partner relationship as well as the technology solutions delivered to the business by the IT organization. Successfully led several Global Technology-based initiatives including implementing a comprehensive actuarial modeling system for life insurance (Axis) and an enterprise governance, risk, and compliance (eGRC) program (RSA Archer).

BANK OF MONTREAL (BMO), Toronto, ON

Mar 2010 - Jun 2012

Established in 1817, BMO Financial Group provides a broad range of retail banking, wealth management and investment banking products and solutions to customers in North America and internationally.

HEAD OF TECHNOLOGY / MANAGING DIRECTOR (Digital Channels - ABM, Intranet and Internet)

Recruited to lead application development, testing, operations and support for all BMO ABMs, Intranet and Internet web sites. Responsible for the Corporate Solution's information architecture and systems functions, IT operating and capital budgets (>\$40M).

Selected Accomplishments

- Championed the development, approval, and execution of a comprehensive business case for innovative social media strategies as a core element of a broad digital modernization and transformation initiative. This pivotal move positioned BMO as the pioneer Canadian bank to establish a social media footprint, launching 'BMO SmartSteps' for the Business Community and Homeowners.
- Led architecture, development and agile implementation of enterprise web based applications for numerous business functions including Retail Banking, Capital Markets and Corporate (Open Text/ Vignette, MS SharePoint, REST and microservices architecture using Java/Spring Boot).
- Defined and implemented web workflow automation and process improvement (MS SharePoint Workflows, ASP.NET and C#) for more than 900 branches across Canada resulting in more than \$2M in annual savings while reducing human error and ambiguity.

GLOBAL PAYMENTS INC., Markham, ON

Mar 2009 - Mar 2010

Global Payments is one of the world's largest electronic transaction processing companies, headquartered in Atlanta, Georgia USA, with operations located throughout the United States, Canada, the United Kingdom, Europe and Asia-Pacific region.

SR. APPLICATION DEVELOPMENT MANAGER (Reporting to the Sr. VP International Application Development)

Recruited to reinvigorate an antiquated mission-critical IT system (EMS) and weakened IT staff. Held key responsibilities for managing through a difficult reorganization supporting a corporate strategy change. Dissolution of an entire international development team, and successful implementation of a new IT group in Canada (Microsoft Center of Excellence).

Selected Accomplishments

- Managed Solution Architecture and Application Development organization of 25+ employees with operating budget of >\$3M.
- Rejuvenated technical staff through leadership and resolution of difficult issues in human resources, technical expertise of staff, and migration to new technologies. Within one year in a highly dynamic and resource constrained environment, managed to significantly improve morale and collaboration, and established the capability to reliably define and deliver frequent software releases and new products to demanding users worldwide. **Results:** Higher employee satisfaction surveys and twice the number of product releases per year.

MICROSOFT CANADA, Mississauga, ON

May 2000 - Mar 2009

Microsoft is a global software and services company, with over 94,000 employees worldwide headquartered in Redmond, USA.

PROGRESSIVE SENIOR ROLES: CLIENT DIRECTOR / SERVICES EXECUTIVE (2007 – 2009), **SR. CLIENT MANAGER / SR. ENTERPRISE STRATEGIC ARCHITECT** (2001 – 2007), **SR. CONSULTANT / SOLUTION ARCHITECT** (2000 - 2001)**Selected Accomplishments**

- Nine successful years at Microsoft in a variety of Sr. Leadership, Strategic Enterprise Architecture, and Consulting roles. Promoted three times in an extremely competitive results-driven culture over very talented and capable peers. Proven success in consistently achieving targets. Served as Consulting Services Executive to large Banking, Financial and Insurance customers, responsible for all client account activities including responding to client requests, meeting project deadlines and being the liaison between the client and the Microsoft Consulting organization and the Microsoft Product teams.

CGI CANADA, Toronto, ON

Feb 1998 - May 2000

Founded in 1976, CGI is one of the largest independent consulting firm providing end-to-end IT and business process services to clients worldwide from offices in Canada, the United States of America, Europe and Asia Pacific.

PORTFOLIO MANAGER (1999 – 2000), **PROJECT LEAD / SR. SOLUTION ARCHITECT** (1998 – 1999)

EDUCATION & DEVELOPMENT

- **Academic:** Bachelor of Science in Electronics Telecommunication Technology, Polytechnic University of Bucharest, with a major in Computer Engineering.
- **Certifications and Training:** Certified Change Management Process (**CCMP**), Comprehensive Project Management Program (**PMP**), Project Management for Team Leads, Microsoft Certified Solution Developer (**MCSD**), Certified Microsoft Solution Framework (**MSF**), Object Oriented Analysis & Design Using UML, Java, Rational Rose & Design Patterns (IBM), IFDS **Agile Coach and Mentor**
- **Selected Technologies include:** Java & .NET, mobile development (Swift & Kotlin), Cloud Computing Technologies, Security Best Practices, Social Networking/Collaboration, RDBMS/EDW/BI/Big Data. Demonstrated knowledge and keen interest in AI/ML, underpinned by hands-on experience in applying Python for practical AI/ML solutions using frameworks such as Scikit-Learn, Pandas, and Keras.
- **Professional Associations:** Worldwide Institute of Software Architects, IEEE Computing Society (computer.org)
- **Awards:** Microsoft GPGP Award Winner – Deliver IT and Great People Great Performance Award