**Ajay Lakhani**

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CTO / Head of Engineering

An experienced technology leader with a track record of creating and inspiring successful teams to deliver great digital products. Ability to combine strong technical knowledge with commercial insight and great communication skills to create excellent working relationships at all levels of the business. Able to speak passionately both at the executive level on strategic directions of the business and directly with developers about the benefits of new development tools and techniques.

# Key Skill

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| --- | --- |
| * Engineering Management * People Leadership * Employee Engagement * Technology Strategy * Talent Management, Mentoring and Coaching | * Agile Software Development * Distributed & Scalable System Designs * Micro-services Architecture * Web Technologies * Digital Marketing * Platform Business Models |

# Career History

### CONGENICA, CAMBRIDGE

##### Congenica is a digital health company enabling genomic medicine with a Clinical Decision Support platform for rapid analysis and interpretation of genomic data.

## Head of Engineering Nov 2022 – Present

Leading the engineering organization, chartered with delivering a world-class platform that provides genetic data analysis and diagnosis of rare diseases, cancer and pharmacogenomics. Working with the executive team to ensure commercial success, operational efficiency, technology excellence and an engaged workforce.

### A.P Moller – Maersk, London

##### A.P. Moller - Maersk is an integrated container logistics company.

## Head of Engineering Apr 2021 – Nov 2022

Lead engineering teams in the technology transformation of warehouses, cold stores, depots and e-Commerce logistic products to provide a seamless experience and quicker time-to-market.

### Expedia Group, London

##### Expedia Group, Inc. is an American online travel shopping company.

## Head of Engineering, Marketing Technology (MarTech) Mar 2018 – Mar 2021

Managed an engineering team of 40+ people within the Marketing Technology (MarTech) organization; annualized return of $40m; 20x ROI. Delivered Expedia’s campaign management & recommendation platform to delight customers with relevant and personalized travel products.

* Developed and launched a new AI recommendations service; leveraging machine learning and multi-arm bandit testing to provide over 50M monthly customers globally across channels (SEO/SEM, storefront, app, email), with personalised travel recommendations; $11m revenue footprint.
* Delivered platform capabilities to scale marketing campaigns (member-only, flash-sales, black-Friday, cyber-Monday) with +34% YOY growth of page visitors.
* Delivered a fully scalable technical stack that supported the high-volume Black-Friday/Cyber-Monday traffic @1550 transactions-per-second with average response times between 45-450ms
* Built a high-performing feature team from disparate product teams (one team, one purpose, one backlog) so to support portfolio objective of working on the highest priority items first.
* Drove/Championed the Technical Excellence track across the marketing-technology (MarTech) organization to enable though leadership, best practices, standardization and cross-collaboration among teams. Initiatives included Request-for-Comments (RFCs), Quality Maturity Model (QMM), Tech Forums, Leader’s Office-hours.

## Senior Engineering Manager, Retail Mar 2016 – Mar 2018

Managed engineering teams of 40+ people and a resource portfolio of 90+ engineers. Delivered technology to provide growth opportunities for the retail business such as price display, internationalization, market expansion, customer experience and merchandising.

* Managed resource portfolio for 90-100 global resources across 5 workstreams: Price Display, Internationalization, Customer Experience, Market Expansion and Merchandising; delivering +$50m annualized winnings/savings.
* Delivered a popularity-based hotel and flight recommendation system. This was self-ideated, and I got buy-in from leadership to invest and build a product around this.
* Built a high-performing 20+ merchandising team from disparate products through consolidating structure, defining a common purpose, empowering technology ownership, providing strong leadership backing and celebrating winnings.

## Engineering Manager, Checkout Feb 2014 – Mar 2016

Managed 2 engineering teams of 16 engineers. Delivered features on Expedia’s checkout experience to improve booking conversion.

* Enhanced the booking experience of Expedia customers by adopting A/B & Multivariant testing tools and running 60+ experiments annually with more than 20% conversion winners.
* Delivered seat assignments & bookings experience for the flights business.
* Delivered the capability to book split-tickets (round-trip ticketing with carriers that do not have inter-carrier agreements)

## Senior Technology Lead, Checkout Apr 2011 – Feb 2014

Led the checkout engineering team of 9 engineers. Delivered Expedia's checkout platform to improve booking conversions.

* Improved booking conversion of the flight and package business by 6%.
* Hired, coached and mentored all members of the checkout team.
* Contributed to Expedia’s Agile & Lean community and facilitated the team in adopting a Scrum approach to development.
* Adopted pair-programming, test-driven development and advocated this across the engineering community.

## Senior Software Engineer, Travel-Guide Feb 2009 – Mar 2011

Lead developer on Expedia's travel-guide pages. Migrated legacy travel-guide pages onto the Expedia’s Java web platform; and delivered and enhanced customer experience to improve booking conversions.

* Migrated 100% of the legacy travel-guide pages onto the Spring MVC platform.
* Delivered server-side render caching to improve page performance/latency. (independent initiative).
* Championed the adoption of Domain-Driven Design principles.
* Involved with deploying trunk-based development and building the CI/CD pipelines.
* Engaged with ThoughtWorks for consultation with adopting agile practices, a modern web platform and a continuous delivery environment within the London engineering organization.

### Additional Relevant Experience

## Novell Inc - Development Lead

Led the policy-management team of 6 engineers. Delivered the policy-management modules of Novell’s network management product, ZENworks.

## Cognizant Technology Solutions - Software Architect

Architect for Cognizant’s 'Enterprise Search and Information Retrieval' Centre-of-Excellence practice. Developed enterprise search capabilities and provided domain consultation to support sales and customer engineering teams.

# Others

### eDUCATION, TRAINING & certification

* MSc in Software Systems and Internet Technologies, The University of Sheffield
* Generative Leadership; University of Oxford, Department of Continuing Education
* Managing the Company of the Future; by the London Business School on Coursera
* British National

### personal inTERESTS and Achievements

* Epee Fencing, Motorcycles
* Member/volunteer of Tech London Advocates (TLA)
* Mentor/volunteer for Revive (career platform) helping engineers with career development.